

# LAW ENFORCEMENT NEWS

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## 6,000 Police Officials Expected in Miami Beach As IACP Opens 83rd Annual Conference

Hosted by Police Chief Rocky Pomerance, more than 6,000 law enforcement officials from the United States and other nations worldwide will gather at the Hotel Fontainebleau in Miami Beach from September 25-30 for the 83rd Annual Conference of the International Association of Chiefs of Police (IACP).

A full schedule of business meetings, workshops, seminars and other events has been planned by the IACP leadership. The topics to be covered by this year's conference, according to IACP, include "some of the most critical problems in law enforcement."

The workshops scheduled for Miami Beach include such subjects as Women Police-The Patrol Function; Hostage Negotiation-State of the Art; Youth and Juvenile Justice-Developing Trends; Major Court Decisions of 1975-76 Affecting Law Enforcement Executives; Police Physical Fitness, Communications-Problems and Benefits of CB Radio; and Budgeting Problems

of the Smaller Police Agency.

After incumbent IACP president Richard C. Clement, Chief of the Dover Township (N.J.) Police, gavels the opening general session to order at 9:00 AM on Monday, September 27, the assembled police officials will be addressed by a number of noted officials from local, state and Federal governments. Presently scheduled to participate in the conference are Treasury Secretary William E. Simon; Chief Eugene T. Camp, St. Louis, Missouri; Peter B. Bensinger, head of the Drug Enforcement Administration; FBI Director Clarence M. Kelley; and Lieut. Gen. Benjamin O. Davis of the Department of Transportation.

The annual election of a new sixth vice president of the organization set for Tuesday, September 28. According to the IACP's line of succession, the position of sixth vice president is the only office for which voting is held annually; other officers move step by step through the vice presidential ranks, with the ultimate accession of the first vice president to the presidency of the association.

Los Angeles Police Chief Edward M. Davis, who has served as first vice president for the past year, will be installed as president for the 1976-77 year at the an-



Los Angeles Police Chief Edward M. Davis, President-designate of the IACP.

annual banquet on Wednesday, September 29.

Association members this year are also being asked to vote on an amendment to  
Continued on Page 6

## Amid Heated Debate, Calif. OKs Indeterminate Sentencing End

California's indeterminate sentencing system was struck down by the state legislature early this month after days of tumultuous debate that involved both politicians and criminal justice officials.

Although the bill (SB 42) has yet to be signed by Governor Edmund G. Brown, Jr., he is expected to approve the measure. His signature on the legislation will pave the way for a system of determinate sentences to go into effect in the state on July 1, 1977.

The current state law, which has been in effect for 59 years, prohibits judges from giving a convicted person a fixed sentence. Instead, they can hand down only a vague term prescribed by law, such as six months to life. The actual time served is then determined by a parole board.

The indeterminate formula was initiated by progressives at the turn of the century as a humane way of encouraging rehabilitation. In recent years, however, the system has been under attack from both prison reformers and relatively conservative public officials who criticized the law as being a major cause of inmate tension. They contend that the process fostered frustration among prisoners who had no guarantee of when they would be released.

State legislative consultant Mike Salerno told an Associated Press writer that Maine and Minnesota have already passed legislation abolishing indeterminate sentences, and legislatures in Illinois, Florida, New York, Connecticut, Georgia, Hawaii and

Montana are also considering the feasibility of reinstituting fixed sentences.

California's current sentencing system is organized around a parole board called the Adult Authority (AA). AA members evaluate prisoners' records and set dates for parole.

"The main reasons for denial of parole are the psychiatric reports which AA members don't generally understand," said California attorney Sidney M. Wolinsky, who was involved in a Federal court suit which sought to ban indeterminate sentencing in the state before SB 42 was proposed.

Wolinsky told an AP reporter that parole board officials usually reacted negatively to psychiatric and "associated them with dangerousness."

"The AA was being asked to do something that was nearly impossible, to tell us when a person was safe to be let out of prison," added deputy state attorney general Mick Franchetti.

While passage of the determinate sentencing statute might appear to be a boon to California law enforcement, one of the state's leading police officials thinks that SB 42 is a disaster. In a letter to the Los Angeles Times, Los Angeles Police Chief Edward M. Davis said the bill "totally destroys habitual criminal sentencing possibilities wherein extremely dangerous repeat offenders can be separated from society."

Davis contends that SB 42 will codify and justify the lenient standards of the

Continued on Page 20

## First U.S. Skyjack Since '72 Claims Life of NYC Bomb Cop

The first hijacking of an aircraft over the United States since 1972, which ended in Paris after a 30-hour, four nation flight, resulted in the death of a New York City Police Department bomb squad officer — the first such fatality in 37 years.

Officer Brian Murray, 28, was killed instantly early on Saturday, September 11 in the explosion of a bomb planted by Croatian terrorists in a New York subway station. The bomb, which resembled a crude kitchen pot, exploded suddenly as Murray and three other bomb specialists were attempting to deactivate it at the police firing range in the Bronx.

The other three officers — Deputy Inspector Fritz Behr, Sgt. Terence McTigue, and Officer Henry Dworkin — were all injured in the blast. Sgt. McTigue, acknowledged to be one of the foremost bomb experts in the country, was still hospitalized in serious condition one week after the explosion. Whether he regains his vision is uncertain, according to one of the doctors attending him.

Inspector Behr and Officer Dworkin were both said to be in fair condition, with injuries to their eyes, as well as lacerations of the face and limbs.

The drama that led to the fatal explosion began to unfold on Friday night, Sep-

tember 10, on board a Trans World Airlines Boeing 727 headed from New York to Chicago. Five Croatian nationalists, armed with what later proved to be fake bombs, seized the craft over Buffalo and forced it to head for Montreal, then Iceland, London and Paris. The hijackers' deadly game came to an end in the face of an ultimatum issued by the French government. After blocking the airplane in on the runway using vehicles and hundreds of police officers, and then deflating the plane's tires, the French government presented the hijackers with the choice of either surrendering to face expulsion from France, or making further threats against the passengers and crew and thus facing French execution. The five terrorists — identified as Zvonko Busic, 30; Julienne Eden-Schultz Busic, 27; Frane Pesut, 25; Peter Matanic, 31; and Mark Vlasic, 29 — surrendered shortly thereafter and were turned over to FBI agents to be returned to the United States.

The hijackers' return to this country set the wheels of justice into motion on a multi-jurisdictional basis. Federal air piracy charges — which under new law could result in a death sentence — were filed against the five by David Trager, the Uni-

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and James H. Jones

The utilization of scientific methods for the examination of physical evidence recovered in the course of criminal investigations has become a critically important function of the nation's law enforcement agencies. This manual examines the role of police officers and civilians charged with the responsibility of searching crime scenes for physical evidence and returning it to the forensic laboratory for analysis. These individuals, often referred to as evidence or crime scene technicians, are on the staffs of most urban police departments today. Many agencies now train evidence technicians to be specialists who devote their total professional attention to the search for physical evidence. Through specialization, it can be expected that crime scenes will be searched with less delay and greater expertise than in situations where patrol, detective or crime laboratory personnel have shared responsibility for recovering the evidence.

Five important aspects of developing an effective evidence technician program are discussed in this manual. The key element is the selection and training of competent personnel who will become evidence technicians. Next in importance are tools, kits and vehicles which are used by the technician in processing crime scenes. Also discussed is the need for a strong organizational commitment to the crime scene search function, the implementation of actual field operations, and finally, means for evaluating an evidence technician operation. Guidelines for developing meaningful program objectives and appropriate criteria for measuring progress toward those objectives are presented.

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**NewsBriefs. . . NewsBriefs. . .****Police Leadership Research Forum  
Details Criteria For Membership**

The newly formed Police Executive Research Forum recently outlined its criteria for membership and announced the names of ten more leading police officials who have accepted invitations to join the group.

In specifying the qualifications for membership, the forum stated that those who will be invited to join must be executives in charge of municipal, county or state full-service police agencies which have 200 or more full-time employees.

Alternate membership regulations would allow managers who head full-service police agencies in cities with a population of 100,000 or more persons to join, as well as executives who direct more than 500 full-time police employees.

The new forum members include: Chief A. J. Brown, Fort Worth; Director Lee P. Brown, Multnomah County, Oregon, Department of Justice Services; Sheriff Dale Carson, Jacksonville-Duval County, Florida; Chief Frank Dyson, Austin; Chief George T. Hart, Oakland; Sheriff William Lucas, Wayne County, Michigan; Chief Corrin J. McGrath, Toledo, Ohio; Director E. Wilson Putdy, Metropolitan Dade County, Florida, Public Safety Department; Chief Thomas F. Hastings, Rochester, New York; and Chief William Kolender, San Diego.

**Carter, Mondale Split on Views  
Of Burger Court Decisions on CJ**

For the first time in the 1976 campaign, Democratic vice presidential nominee Sen. Walter F. Mondale has differed publicly with Jimmy Carter — over the two men's assessments of recent Supreme Court decisions in the area of criminal justice.

Commenting on earlier reports that Carter had criticized the Supreme Court for having gone "too far" in some rulings which safeguarded the legal rights of defendants, the senator said he believed in "very strong law enforcement," but he added that "at the same time, I've always supported those decisions that protect the constitutional rights of defendants."

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Mondale also disagreed with Carter's apparent praise for the Burger Court's efforts to interpret the rights of the accused less broadly than its predecessors under Earl Warren. "I've had trouble accepting some of the recent decisions of the court," the Minnesota senator stated.

In separate statements, the two men have voiced their support for what Mondale refers to as "efforts to improve the training of law enforcement officers." Carter had previously said that police officers now find it "almost impossible to comply with all the technicalities..."

**Federal Judge Suspends Ruling  
On Chicago Police Minority Hiring**

A U.S. District Court judge has suspended a ruling which ordered the city of Chicago to hire police officers under a quota system based on racial and sexual lines, and further directed the city to immediately hire 200 more officers.

Earlier Judge Prentice Marshall had told the police department to hire 42 percent black or Hispanic men, 42 percent white men, and 16 percent women. In suspending his previous order, however, Marshall noted that the racial and sexual makeup of those passing a recent police test was similar to that of those taking the test.

Of the 15,148 persons who took the test, 25.9 percent were women, 28.6 percent were black or Hispanic men and 45.4 percent were white men.

**Oklahoma Public Safety Dept.  
Graduates 20 New Trooper Cadets**

The Oklahoma Department of Public Safety Training Center Academy recently graduate 20 trooper and five driver examiner cadets from its 12-week intensive training program.

According to Public Safety Commissioner W. Roger Webb, the 20 new highway patrol officers mark the 35th class of cadets to complete training since the inception of the patrol in 1937.

"We are pleased these two classes of trooper and driver examiner cadets are fit and ready to take their places in our ranks," Webb said. "Retirements and other personnel losses present a never-ending struggle for us to maintain our numerical strength at an essential level."

**House Extends LEAA Mandate  
One Year, Puts Agency 'On Trial'**

The House of Representatives recently granted the Law Enforcement Assistance Administration only one more year to prove that it can help reduce crime.

In a 324 to 8 vote, the House authorized \$1.1 billion for what might be the agency's final year unless the crime rate improves significantly.

A sponsoring Judiciary Committee report on the bill declared that the panel "has found no evidence that the program has helped to reduce crime or isolated specific programs that reveal why the crime rate increases and provide guidance on what to do to reduce it."

The report also stated that "extending

this program for one year gives notice to LEAA that it is on trial status."

While similar legislation has cleared the Senate, the senior body may not accept the House changes. The bill would then go to a conference committee consisting of members from both legislative branches.

**Blue Flu Hits New Orleans as Cops  
Protest Overtime Pay Reductions**

Over 60 percent of the New Orleans Police Department called in "sick" on September 6 (Labor Day) in protest over cuts in holiday overtime from two and a half times normal pay to double time. The police department said 135 of the 229 patrolmen scheduled to work called in sick.

Community relations and police academy officers manned the squad cars. Sgt. Frank Hayward, head of public information for the department said the nonpatrol officers were working 12 hour shifts. "We have as many cars on the street as we ever do," he said.

It was the second and final day of the hastily organized protest. Only 25 members of the 700 member Patrolmen's Association of New Orleans turned out to vote for the job action on September 3. On Sunday, however, 125 officers stayed out of work. Vincent Bruno, president of the Association said, "I think we've made our point. Double time and a half may sound like a lot, but when you're living on overtime and somebody cuts that overtime, it hurts."

Civil Service Director John Belsom said the average patrolman earns between \$12,000 and \$17,000 a year and worked an average of 570 overtime hours for an extra \$3,503 last year. William Barrett, Civil Service Commission chairman, said the commission has no plans to reconsider the ruling which established the cuts.

**LAW  
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## Black Chiefs Move Toward More Influence in Policing

Over 60 of America's top black police executives have formed an organization which will attempt to give blacks greater influence over law enforcement decision making on both the national and local levels.

In a September 8 announcement, the founders of the National Organization of Black Law Enforcement Executives maintained that an emergency exists within the nation's urban centers and that it is vital that high-level, black police expertise be given more consideration in fighting crime.

The black officials, from 24 states, are all above the rank of captain in their respective departments. They elected Newark Police Director Hubert Williams as the group's chairman and Burtell Jefferson, the assistant chief of the Washington Metropolitan Police Department, as finance chairman.

Williams noted that the association was of vital importance to both blacks and the nation. "We intend to address basic issues of criminal justice because the way the country is moving, the civil liberties of all Americans are being jeopardized," he said. "The old ways have failed-it is time now for new voices, new policies and for legislation that is progressive and aimed at making the system work for all America's people."

Although the majority of the founding members also belong to integrated organizations such as the International Association of Chiefs of Police, the black executives contended that no national structure currently exists that would consider their opinions on preventing and fighting crime in America's increasingly black cities.

During their two-day meeting, held in Arlington, Virginia, the black leaders noted that their efforts represent a major thrust on several levels to make the entire field of criminal justice more responsive to the black community.

The national organization was formed at the "Symposium on Reducing Crime in Urban, Low Income Areas" which was co-sponsored by the Joint Center for Political Studies, the Police Foundation and LEAA.

The symposium's schedule was temporarily halted by a debate over whether

the national group should be setup. Williams interrupted Dr. Herrington J. Bryce, the Director of Research for the Joint Center, and asked to be heard on an emergency resolution.

Williams and his supporters contended that the group should be formed at the symposium because it was unlikely that such a meeting could be financed later. A 17-member committee then retired from the meeting to write a statement of purpose and goals that was later accepted unanimously by the general body.

Bill Bracey, a deputy chief of the New York City Police Department, and Reginald Eaves, Atlanta's Commissioner of Public Safety, outlined the primary goals of the organization in a recent interview. They said the group would conduct research into urban crimes, establish links with similar groups, seek ways to effectively deal with racism in the criminal justice legislation at all levels of government.

The founding officials sharply criticized LEAA, in spite of the financial support which the agency gave the general session. They maintained that LEAA has concentrated on supplying police departments with an expensive array of armaments to control urban riots instead of assisting community groups in the prevention of disorders.

The group drafted a package of 30 recommendations in an effort to insure equal treatment of minorities under the law. They urged that all American high schools offer courses in criminal and social justice and the equitable and uniform penalties for convicted criminals be established nationally.

Other recommendations proposed by the group included an intensive war on narcotics, sanctions against countries that produce illegal narcotics, a ban on handguns and an enlargement of both victim assistance programs and police-community relations projects.

The group also urged lateral movement into police positions by blacks in other fields, stepped-up recruitment of all ethnic minorities into police departments, the creation of a civilian complaint process for all police agencies and the development of programs to sensitize police forces in dealing with ethnic minorities.

## Wisconsin CJ Panel Urges Abolition of State Parole

A subcommittee of the Wisconsin Council on Criminal Justice recently recommended that the state's parole system be abolished and more realistic maximum sentencing standards be implemented, according to a report by the Milwaukee Sentinel.

In drafting the proposal, the Courts Subcommittee of the council's Standards and Goals Project maintained that Wisconsin's Division of Corrections should not be allowed to promise inmates reduced time in prison in exchange for their entry into rehabilitation programs.

The draft that was approved by the panel recommends that a judge should specify the maximum time to be served by a convicted person and that discretionary release by the state's Division of Corrections before the end of the sentence should be abolished.

Although reduced time for good behavior would be continued, parole would no longer be granted to any of the state's in-

mates.

The subcommittee also urged that the division should be prohibited from threatening to reduce an inmate's "good time" as a means of encouraging his entry into Wisconsin's rehabilitation program.

Despite a split on one vote, the panel recommended reduced maximum sentences for most crimes. While that proposal might be reversed, the subcommittee was unanimous in its approval of maximum sentences of five years for crimes involving property, except where habitual or dangerous criminals are involved.

A more controversial proposal by the panel would reduce the maximum sentence for crimes against people to 10 years, except where a charge of murder is involved or where the crime has been committed by a habitual or dangerous criminal.

The subcommittee based its recommendations for reduced sentences on the view

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## Police Foundation to Study Police Officers' Higher Ed

The purpose and future of higher education for police officers is being studied by a distinguished group of educators, citizens and public officials, according to a recent announcement by the Police Foundation.

Foundation president Patrick V. Murphy said that the National Advisory Commission on Higher Education for Police Officers was established as an "independent voice" in the growing controversy over the function of higher education for law enforcement personnel.

"From some quarters we hear that much of what is offered as higher education for the police is trivial," Murphy said. "Others, particularly educators, defend the relevance of these new and growing programs."

Murphy said that the new commission would consider various questions that are relevant to college-level police schooling. Noting a number of conflicts that confront law enforcement educators, he asked, "Should the faculty teaching police officers be made up mostly of retired police officers or academicians? Does a conflict exist between intensified recruitment of minority officers and improved standards of education for police officers, or is this conflict illusory? What portion, if any, of Federal funds should support pre-service, as compared to in-service police students?"

Warren Bennis, the president of the University of Cincinnati, has been named chairman of the commission. Referring to the present scope of law enforcement education, he said, "A major objective of the commission is to consider the quality and content of current college programs for police, what police officers should be learning, and the relationship between higher education and improving police organizations."

Bennis added that the commission plans to gather some basic data about the quality of law enforcement higher education, as

measured by such indicators as faculty qualifications, course content and curricula, and student-faculty ratios.

The commission held its first meeting in Washington, D.C., late in August and decided to seek wide-range participation from all those concerned with the education of the police. Bennis reported that the group plans to sponsor a series of studies on aspects of criminal justice education and would eventually issue a body of recommendations.

Commission members include Mayor Tom Bradley of Los Angeles; Dr. Lee P. Brown, director of justice services of Multnomah County, Oregon; Police Chief Hugo J. Masini of Hartford; Dean Norval Morris, University of Chicago Law School; Robert M. O'Neil, vice president, Indiana University of the Bloomington Campus; and Charles B. Saunders, director of governmental relations for the American Council on Education. Ex officio members of the commission are Murphy and Stephen May, who is a member of the board of directors of the Police Foundation. Dr. Lawrence W. Sherman of the State University of New York at Albany has been appointed as the executive director of the commission.

## Bramshill Gets New Commandant

T. Gerald Lamford, former assistant chief constable of the Greater Manchester Police in northern England, has been named Commandant of the British national police college at Bramshill, it was announced recently.

Lamford assumes the new post — equivalent to college president — after a 27-year career that was spent primarily in Wales, and which also included an appointment as visiting professor of police science at John Jay College of Criminal Justice.

## LA's Davis Charges LEAA Is Ruining Police Standards

Los Angeles Police Chief Edward M. Davis has severely criticized the Law Enforcement Assistance Administration, charging that the agency has "forced many departments into a position where they have vitiated their standards at great cost to local taxpayers and ruined the standards of police agencies."

Speaking before a class of police executives at the Southern Police Institute in Orlando, Florida, Davis said that he recently "got a letter from LEAA and they said I had to eliminate written standards, height standards, and physical agility testing" as entrance requirements for his department.

"We had to eliminate everything we had in the way of testing," Davis declared. He added that LEAA had told him that any people who had otherwise qualified for police duty in the recent past "would have to be hired with two years back pay."

"I could just see myself up on the stage, graduating a class of recruits," the chief said. "This four-foot eleven-inch transvestite moron walks across the stage toward me. And I could see myself handing out a diploma with one hand and a \$30,000 check with the other, and then having it kiss me instead of saluting."

Davis admitted that he has "a little thing going back and forth" with LEAA "I

told them they're not going to run the police department because I'm going to run it," he said. "And if they're going to run it, they better bring a lot of those redcoats with them from Washington."

The chief made it clear that he was not opposed to hiring minorities, saying that he believes "very strongly" that police agencies should be reflective of the communities they serve.

"We have been going to great efforts to ensure that sense of community," Davis said. However, he added "we'll never get 50 percent women, I don't think. Yet we're certainly doing a pretty fair job with the ethnicity of our department to somewhat match that of the community."

"Washington can't do it for us," Davis warned. "They haven't validated one test. They haven't hired one minority for us. They haven't done anything for us. However, they have forced many of our colleagues into a position where they have had to accept quotas very unlawfully and illegally."

Davis threatened to take legal action if LEAA meddles with his department's hiring practices. He noted that "there's a prescription by law against the imposition of quotas for hiring anything under the LEAA Act."



# The Investigator's Activity Log: New Aid to Productivity?

By ROBERT P. RUSSELL

Recent studies such as the Rand Corporation report on the criminal investigation process, and writings such as the series of articles entitled "Concepts in Criminal Investigation" by Richard H. Ward (in Law Enforcement News) have prompted many to question the traditional concepts and functions of criminal investigation units. Among the many criticisms contained in the Rand study is the fact that the daily activities of investigators are not easily identified for purposes of control and accountability.

In my position of command within the Anne Arundel County (Md.) Police Department's Criminal Investigation Division, the problems of control, accountability, task analysis and man-hours are very real to me. In my department, as in many others, we are finding it increasingly difficult to secure the funds necessary to obtain additional manpower and equipment. Police departments everywhere are being told to do the job with what they have and in some areas are doing it with less, due to budget cuts and personnel layoffs.

It has become glaringly apparent that any increased spending will have to be justified in detail. Those departments that experiment with zero-based budgeting (yearly justification of all expenditures) will find that without detailed justification data they may receive even less funding than in previous years.

In an effort to cope with these and other problems I have devised a form referred to as the "Investigators Activity Log" (see figure); the structure and composition of this form can be tailored to meet the individual needs of any department. To complete this form the investigator merely places the case control number

of the particular investigation in the space provided alongside the appropriate activity. The amount of time expended on the identified activity is then indicated in the space provided, and the completed form is signed by the investigator.

Daily utilization of this form will provide the supervisor with accountability from those under his command. Each day's activities are clearly identified, thereby assisting the supervisor in evaluating an individual's productivity and performance. Further, when examining reports and determining case progress, a supervisor may refer to the investigator's activity logs to insure that those activities pertaining to a particular investigation are properly documented within the file.

Planning is essential if productivity is to be increased and existing manpower utilized to its fullest. With proper training and direction, an investigator can use the activity log to assist him in planning his work day. By scheduling his activities for the following day, the investigator will automatically become more organized and, therefore, more productive. Those agencies involved in managing by objective no doubt recognize the value of planning. This planning process usually involves periodic conferences between supervisors and subordinates, during which individual goals and objectives will be set, discussed and adjusted. The progress of mutually agreed upon objectives is then easily monitored by examining the daily logs.

Accurate statistics are a vital part of any attempt to justify additional funds, manpower or equipment. The investigator's activity log program automatically provides statistics that can be recalled as the need arises. As the different activities are identified, time expenditures are likewise re-

## INVESTIGATOR'S ACTIVITY LOG

Investigation		Date
Case Number		Time Expended
Statements		
Surveillance		
Interviews		
Interrogation		
General Inquiry or Research		
Reports		
Case Number		Time Expended
Arrests		
Case Number		Time Expended
Transport Prisoners		
From	To	Time Expended
From	To	Time Expended
Investigation At Crime Scene		
Case Number		Time Expended
Court Time		
Case Number		Time Expended
Other		
Case Number		Time Expended
Signature		

corded. Periodic studies of this data may result in manpower adjustments within the various units or may suggest the need for increased specialization (i.e., excessive man-hours spent at a crime scene may be used to justify the hiring of a crime scene

evidence technician).

The log is not to be viewed as a panacea for the ills of the investigative function. It is, however, a step toward establishing control, accountability and increased productivity within the investigations unit.

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## AAPLE Board of Directors To Meet in Miami Beach

The board of directors of the American Academy of Professional Law Enforcement (AAPLE) will meet at the Doral Hotel in Miami Beach on Sunday September 26, 1976, coincidental with the 83rd Annual IACP Conference. This will be the second meeting of the new board since it took office after the annual convention of AAPLE held in Hartford in May.

Hugo Masini, president of AAPLE and Chief of Police of Hartford, Conn., has stated that the meeting will concentrate on charting the programs and goals of the organization for next year. Emphasis will also be placed on organizational development and programs which will encourage discussion of major law enforcement issues.

AAPLE was formed in 1974 with the merger of the Academy of Police Sciences (APS) with the Law Enforcement Association on Professional Standards (LEAPS). The merger was effected with the help of a grant from the Police Foundation.

Since AAPLE's formation, chapters of the organization have been formed in Buffalo, Connecticut, Michigan, Chicago and Kansas City, while others are in various stages of development.



Chief Hugo Masini of the Hartford Police Department, president of AAPLE.

The other executive officers of AAPLE for 1976-77 include vice president Johannes F. Spreen, Sheriff, Oakland County, Michigan; secretary Eugene P. Schwartz, Professor, University of Missouri at St. Louis; and treasurer Elmer C. Cone, Director of Corporate Security, American Banknote Company.



# NYC Bomb Squad Cop Dies In Aftermath of Skyjacking

Continued from Page 1

ted States Attorney for the Eastern District of New York. Each of the terrorists was detained in lieu of \$1 million bail.

On the state level, meanwhile, murder charges were filed against the terrorists in connection with the death of Officer Murray. The new charge of second degree homicide — which carries a penalty of 25 years to life upon conviction — was brought by New York County District Attorney Robert Morgenthau's office.

Jurisdictional question among four state and Federal prosecutors were ironed out in a series of meetings shortly after the return of the hijackers. In a meeting involving Morgenthau, Trager, Bronx County District Attorney Mario Merola and Robert Fiske, U.S. Attorney for New York's Southern District, Merola maintained that his office should be responsible for the prosecution of murder charges, inasmuch as Officer Murray was in Bronx County when he died.

On the other hand, it was argued, the bomb that killed Murray was found in Morgenthau's jurisdiction. Similarly, Federal charges regarding the possession or use of explosives could have been brought by Fiske, as his bailiwick also included the Grand Central subway station where the bomb was found.

After one prosecutors meeting at which the jurisdictional problems were settled, Merola was quoted as saying that he was "disappointed" at having to yield the murder case to Morgenthau's office. He added, however, that "it doesn't serve the public interest for two prosecutors to battle and

knock heads."

The case also raised new questions for the police agencies involved. On the one hand, New York City detectives were reported to have questioned the hijackers with regard to a bombing at the city's LaGuardia Airport last December 29 which killed 11 persons and injured 75.

At the same time, Federal authorities were busy trying to determine just how the Croats managed to bring aboard materials which resembled explosives. While one Federal Aviation Administration spokesman promised "no quick answers" to the matter, Federal investigators were said to be pursuing two separate lines of inquiry.

Sources said to be close to the investigation told The New York Times that there was "a considerable likelihood that one of the hijackers, Mrs. Busic, had worked as a stewardess for T.W.A. several years ago. Investigators are probing to find out if, as a result of that work, she might have been able to circumvent both the magnetometer and the X-ray machine at the airport terminal gate.

Another theory being looked into by investigators focuses on the possibility that the hijackers smuggled the fake bombs aboard in small pieces and then assembled them after the plane had taken off.

Officer Brian Murray, meanwhile, was buried with a full inspector's funeral three days after the explosion that killed him. Inspector Behr and Officer Dworkin attended the mass. It was also reported that a Croatian Roman Catholic church where the hijackers worshiped took up a collection for Murray's widow and two children.

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## U.S. Mayors Group Report Raps Private Gun Ownership

A report released last week by the U.S. Conference of Mayors has charged that private ownership of handguns for self-protection "provides no significant deterrent to burglary and violent crimes."

Entitled *How Well Does The Handgun Protect You And Your Family?* the 46-page report points out that private ownership of handguns "may escalate the severity of the violence."

The study was released by John Gunter, the executive director of the Conference of Mayors. "The myth that handguns provide self-protection is being foisted on the American public by gun manufacturers and the National Rifle Association," he said. "This is a cruel hoax and the data in this study prove it."

"America has become the most heavily armed nation in the world, with the least effective firearms control," Gunther added. "The private arsenal of handguns grows by substantial numbers each year, despite the increasingly alarming statistics of handgun violence and death."

Noting that the study was based on statistical data, Gunther said it found that a gun kept in the home for self-protection is far more likely to cause serious injury or death to family and friends than to an intruder.

According to Gunther, the study maintains that a burglar will more often steal a weapon than be repelled by it and that those who use a weapon to resist robbery are just as likely to suffer injury as those not taking any self-defense measures. Those who resist are five times more likely to be seriously injured, the director added.

The study also concluded that it is extremely unlikely that the use of a handgun will deter rapists. It based the finding on data that showed that two-thirds of all rapes are committed outside the home, that more than three-quarters are committed without a weapon, and that most victims are taken by surprise.

In regard to burglary, the study found that ninety percent of burglaries are committed while there is no one home, and if a confrontation does occur, it typically involves only a verbal exchange. It was further noted that few individuals are ever killed during the course of a burglary.

The effectiveness of weapons as deterrents against aggravated assault was also questioned by the study. It contends that in most aggravated assaults, injuries are infrequent, though more likely to be serious if the victim physically resists the offender.

As one of a series of handgun reports published by the Conference, the study is intended to create an atmosphere for rational gun control debate. "We are convinced that the result of this debate will call for comprehensive handgun control legislation," Gunther declared.

The report is available from the U.S. Conference of Mayors, 1620 I Street, NW, Washington, DC 20006. (202) 293-7133.

### CORRESPONDENTS WANTED

Law Enforcement News is seeking state correspondents to write stories dealing with topics of interest to the criminal justice community.

## IACP Opens Conference; Simon Tops Speaker List

Continued from Page 1

the IACP constitution. Under the provisions of the amendment, the IACP Board of Officers would be expanded to include the chairman of the IACP Committee of State Associations of Chiefs of Police.

More than 180 manufacturers, boasting over 300 separate displays, will participate in an exhibit of the newest police equipment that will last through most of the conference. Visitors will be able to inspect a variety of uniforms, communications and computer hardware, weapons and police vehicles.

Seven major British corporations will offer 12 displays of the latest in law enforcement technology from the British Empire, as part of a special international program put together by Deputy Commissioner James F. Greene of the U.S. Immigration and Naturalization Service. Guest speakers from the U.S. Secret Service, U.S. Drug Enforcement Administration, U.S. Customs, the Royal Canadian Mounted Police and the United Nations will address the conference on such issues as International Narcotics, and coping with International Terrorism.

During the general session on Tuesday morning, the annual presentation of the American Express/IACP Police Science Awards and the Parade Magazine/IACP Police Service Awards will take place. The police science awards, which are being given for the ninth year, will honor an unspecified number of police agencies for their contributions to law enforcement technology. The Parade/IACP award will recognize the winner and ten honorable

mention recipients of the "Policeman of the Year" honors.

A number of other law enforcement groups will be meeting in Miami Beach in conjunction with the IACP conference. Included among these are the IACP State and Provincial Police Division, the Police Legal Advisors, the Regional Directors of the



Incumbent IACP President Richard C. Clement, Chief of the Dover Township (N.J.) Police Department.

Drug Enforcement Administration, the IACP Advisory Committee on International Policy, the Equipment Technology Center National Advisory Committee and the Board of Directors of the American Academy for Professional Law Enforcement (AAPLE).

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## Sunday Journal-News

ROCKLAND COUNTY, N.Y., SUNDAY, SEPTEMBER 21, 1975

### Police testing a 'super' light

By JON P. AINSWORTH  
Staff Writer

An emergency power light system's capable of lighting an entire acre from atop a nine-foot telescoping shaft is being produced exclusively by a Nanuet firm and is being tested for use on Rockland's police and emergency vehicles by the county sheriff's patrol.

"It can be used for most anything and lights up an entire city block," said Sheriff Raymond A. Lindemann. "I never saw anything like it before."

The system is currently installed on the roof of a single sheriff's patrol car and appears to be a larger version of the rotating lights found on most police and emergency vehicles.

The light measures 14 inches across while standard flashing lights are six to eight inches in diameter, Lindemann said.

But with the flick of a switch, the space age lighting system rises up to nine feet above the vehicle's roof on a telescoping pole. The flashing light above serves as a beacon to approaching vehicles or aircraft while a series of arc lights below its base lights up the ground area.

The new equipment would be extremely useful at crime scenes, and accidents, and would provide both the emergency services personnel and the public with increased safety during emergencies, he said.

The light is a commercial application of the telescoping stand used to raise the antennae of spacecraft, according to a spokesman for Majol Portable Power System, Inc., 6 Orchard St., Nanuet, which manufactures the light.

"We're working under the pat-

ent license from the developer in Canada," he said. "We put it into commercial use. We also make it on a free-standing generator for contractors and night work."

Because of the commercial application of the free-standing generator, usually mounted within a pickup truck, that model has proved more popular than the emergency model, he said.

The company, located in Nanuet for the past five years, manufactures a complete line of generating systems in addition to the system which operates the telescoping emergency light.

The company is developing a special version of the telescoping light for the New York City Police Department which would incorporate a directional beacon or spotlight, the spokesman said.

The beacon, which usually draws gunfire from any sniper or armed suspect caught in its bright beam, would provide additional safety for police officers taking cover behind their vehicles, he said.

Shots fired at the beacon atop a nine-foot pole, operated by remote control from below, would pass safely overhead with less chance of striking officers near the vehicle, he said.

Because the light can be raised it could also be used to forewarn motorists that emergency vehicles are in the roadway ahead and protect emergency personnel from fast oncoming traffic, Lindemann said.

"It's worth its weight in gold," Lindemann said. "It's already proved quite effective."

The unit is currently priced at about \$1,800, according to the manufacturer.





# Minnesota OKs Sweeping Change In Police Training

Major changes in the regulations affecting police officer training and certification in Minnesota, specifically as they relate to college education, have been written into law by the state legislature there.

The new legislation will enable persons with two or more years of college in a criminal justice oriented curriculum to be trained by the Bureau of Criminal Apprehension (BCA) and certified as police officers by the Minnesota Peace Officers Training Board. Previously, individuals had to be hired by a police agency before being permitted to attend the state training program and receive certification.

Students seeking entrance to the state training must meet the minimum standards for police officers as defined by the rules and regulations of the state attorney general. The logistics for implementing the legislation are currently being developed by BCA. The primary areas of concern in this regard are the increases which will be required in operating expenses and training staff.

The legislation is seen as having several potential advantages over most current training and hiring schemes. The process encourages college educated persons to enter the law enforcement field, enables

smaller police departments to select from a wider range of college educated and professionally trained candidates, and provides police departments with individuals who can immediately fill entry level vacancies.

One of the main proponents of the bill was Carl Pearson, the executive director of the Minnesota Peace Officers Training Board. He credited the passage of the "progressive" legislation to the cooperation between Minnesota police officers and criminal justice educators.

—Don Bradel

## LEAA Awards \$300,000 To Fight Business Crime

The development of a national strategy to combat white collar crime will be the goal of a \$300,000 grant recently awarded to the American Management Association by LEAA.

According to James L. Hayes, president of AMA, the project will direct attention to "the serious nature of crime against business, and attempt to make the business and criminal justice communities aware of the many problems that exist." It is estimated that \$24 billion was lost in 1975 to non-violent crimes against U.S. businesses.

# Police Consolidation

Ordway P. Burden has served as a consultant to the International Association of Chiefs of Police, to the National Sheriffs Association on citizen involvement in the criminal justice scene, to the International Conference of Police Associations, and the the Fraternal Order of Police. He is national chairman of the Hundred Clubs Informational Council. Hundred Clubs are voluntary associations of business and professional people who have raised more than \$400 million for the families of police killed in the line of duty.

News and photos on current developments in the police profession, high level promotions, and highlights of speeches by responsible spokesman should be mailed to Ordway P. Burden, 651 Colonial Boulevard, Washington Township, NJ 07675.

At a recent meeting of the New Jersey State Association of Chiefs of Police, State Criminal Justice Director Robert J. Del Tufo urged that some local police forces be consolidated in favor of more efficient, regional units. He pointed out that this small state, with more than 530 full and part-time departments, may be adhering so fast to the principle of home rule that the development of modern, effective law enforcement is all but precluded.

Del Tufo's plea for administrative overhaul is one heard often and from many far reaching quarters. It is one based on sound empirical research. In 1962 a British Royal Commission concluded that the optimum size for a police force is 500 personnel or more, in order to provide sufficient distance between officers of different rank and to insure that personal associations do not affect work efficiency. There were in Britain at the time only 44 forces meeting this requirement, but only 13 forces with fewer than 100 men. The United States, on the other hand, then had 40,000 separate departments, many with memberships of less than a few dozen.

Britain took the advice of the commission, and in 1964 amalgamated its police forces from nearly 300 to 43. An American police officer studying in England, Lieutenant Raymond A. Cook of the East Lansing, Michigan, Police Department, reports that the change is generally admitted to have been a big improvement, both economically and in terms of the quality of law enforcement. Under the new system a constable has authority anywhere in the country and is able to transfer from one force to another without losing seniority and other benefits. The smallest constabulary in England and Wales has 600 officers.

Of course, England is not the United States, and the idea of a national police force is one which holds no appeal for most Americans. (In England, police are still subject to the local control of commissions made up of businessmen and justices of the peace as well as police leaders.)

I think in the short term there should be a consolidation of functions, such as intelligence and communications systems, which allow, among other things, an officer making a traffic stop to immediately obtain the driver's record. This kind of centralization was undertaken with great success in Westchester County, New York, under the direction of Sheriff Dan McMahon (now Judge McMahon). He supervised the institution of radio units and common narcotics intelligence.

Another approach to the reorganization of law enforcement resources is the contract system, now operating on a large scale in Los Angeles County, California, under Sheriff Peter J. Pitchess. Twenty-nine towns with a total population of 778,933 purchase police services from the sheriff's department. For some of the towns, such as Industry, which has 732 residents, the contract system affords a level of professional service which they previously could not even contemplate. For all of the towns, the contract law enforcement makes it possible to fight crime with increased speed and efficiency.

The contract system of Los Angeles County began in 1954 with the incorporation of the City of Lakewood. It is the largest application of city-county police cooperation in the country, providing police services to 1,780,145 citizens and operating on an annual budget which exceeds \$155,000,000. The sheriff's department is decentralized, with 17 stations located throughout the county, each operating its own 24-hour radio car patrol service, along with detective and juvenile units to serve unincorporated communities and contract cities. The department is divided into eight major divisions: administrative, patrol east, patrol west, detective, special services, technical services, custody and civil. Each division is headed by a chief who is responsible to the sheriff.

Not only has Los Angeles' contract system been able to improve the quality of law enforcement services for many communities, but it has been able to do it at a lower cost, due to sharing of resources, reduction of facilities, equipment, maintenance personnel, etc. A comparison of contract city Pico Rivera, population 54,909, to self-service cities of similar size shows that the cost of the others over and above that of Pico Rivera is from \$400,858 (Monterey Park) to \$1,043,635 (Hawthorne).

The Los Angeles County Sheriff's Department is able, with this system, to issue an immediate all-points bulletin and to have access to central records. The department has a Special Enforcement Bureau, a mobile unit with 102 field personnel and 26 patrol cars, which is selectively deployed from its headquarters in East Los Angeles. There is a Metropolitan Bureau, a non-uniformed unit assigned to the Detective Division to operate teams against burglary, robbery, vice and narcotics activities.

The contract law enforcement system seems to combine local responsiveness with a fair degree of necessary centralization. Contract city officials confer with sheriff department staff about changing law enforcement services, and, of course, they can always withdraw in favor of self-service.

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## Irish Police Choir Tours U.S. in Bicentennial Salute



The 70-member All Male Voice Choir of the Garda Siochanna — the Irish Police Force Choir — will present a goodwill gift to the American bicentennial in the form of a 20-day, eight city tour of the United States.

The group's 4,000 mile itinerary, which they will kick off on September 29 at Nassau Coliseum in Uniondale, New York, will run through October 17, when the officers will perform at a special church service for Boston policemen.

Included among the choir's ranks are four Scott Medalists — winners of the Irish Police Force's highest award for bravery. Many other members have also been commended for heroism in the line of duty.

### POLICE ETHICS: THE WAY TO PROFESSIONALISM

#### The Third and Final Seminar of The Anti-Corruption Management Project

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October 21-23, 1976  
Boston, Massachusetts

This seminar is the culmination of a year and a half effort to develop an anti-corruption management program for police administrators. The primary goal of this program, which is funded by the National Institute of Law Enforcement and Criminal Justice (LEAA), is to provide information to law enforcement managers which will aid them in dealing with misconduct or corruption.

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Please register the following individuals for the seminar which will be held at the Statler Hilton Hotel in Boston. Hotel accommodations can be made by calling the Hilton Reservation Service at (617) 426-2000. Be sure to specify that you are with the Anti-Corruption Management Project in order to take advantage of special group rates. All reservations must be made by October 1, 1976.

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## Parole System End Urged By Wisconsin CJ Council

Continued from Page 3

that maximum penalties should reflect present realities, since the actual time served is generally far below the sentence handed down.

Eau Claire County Judge Thomas Baland noted that the public is concerned over lenient parole practices. "There's some cynicism — in fact anger — that a person is sentenced to 10 years and serves maybe only two or three," he said.

"Why don't we just say we're against parole?" demanded Monroe County Judge James Rice. He later added that "The whole prison system as we know it has got to change."

With the exception of one negative vote by Milwaukee County Judge Victor Manion, the subcommittee agreed that inmates can deceive a parole board into granting an early release by entering rehabilitation programs with the sole intent of getting out of jail, rather than for rehabilitation.

"If [an inmate] won't do it voluntarily within the system, then by God he won't do it when he gets out," Judge Rice contended.

At least when he gets out he's capable of doing something," countered Judge Manion, "but if he has no training, he's right back where he was."

"My experience has been that while he may become a welder in prison, when he returns, he just goes back to what he was doing," noted Howard Eisenburg, Wisconsin's public defender. "I'm hard pressed to come up with an example where the career

was pursued."

One major subcommittee recommendation would permit the imposition of an extended term sentence when a dangerous habitual offender is involved. Extended time would call for an automatic doubling of the sentence, which under the no-parole proposal could mean up to 30 years for some offenders.

The panel's proposals must still be approved at a final meeting, and then be adopted by the full project membership in December before being sent to the Wisconsin Legislature.

## Va. Governor Defies U.S. Court On Minority Hiring

Governor Mills E. Godwin of Virginia has told Federal officials that he will not comply with a court order which would give a U.S. judge control over the hiring of blacks and women by the Virginia State Police.

For nearly ten months lawyers for the Justice Department have been trying to obtain a consent order from Virginia officials under which the state would agree to increase its hiring of women and blacks for the state police.

In early June of this year, according to the Washington Post, there were 11 blacks and no women among the 1,112 officers of the Virginia State Police.

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# The Chief's Job in KC (Kelley Country)

## An Interview with Kansas City Police Chief Joseph McNamara

Joseph D. McNamara, 41, took office as Chief of Police of Kansas City, Missouri on November 1, 1973, succeeding Clarence Kelley, who left to become FBI Director. McNamara began his police career in 1956 as a patrolman with the New York City Police Department. During his 17 years on that force, he served as a Police Academy Instructor and Curriculum Officer, a Project Analyst in the Planning Division, and also worked as the Director of Crime Analysis in the Office of Programs and Policies in the Police Commissioner's Office. He left the New York department with the rank of deputy inspector.

McNamara received his Bachelor of Science in Police Science from John Jay College of Criminal Justice, where he also taught graduate courses as an Adjunct Associate Professor. In 1973, he earned his Doctorate in Public Administration from the John F. Kennedy School of Government at Harvard University. He has also served as a law enforcement consultant for the Criminal Justice Center at Harvard Law School and taught courses in Police Administration at Northeastern University.

This interview was conducted for Law Enforcement News by Steven Pasichow and Robert McCormack.

LEN: What ran through your mind when your appointment to become the next police chief in Kansas City was confirmed by the Kansas City Police Board, knowing that you were about to succeed Clarence Kelley a man who had been head of the department for 12 years and was supported by both his officers and the community?

McNAMARA: From the beginning, in a situation like that, you don't have the kind of advantage that many new chiefs have when they come in. You try to live up to a legend. Clarence Kelley is enormously respected in the Kansas City area, as would be quite natural. In fact, the President came to Kansas City to swear him in as director of the F.B.I. We both have totally different types of personalities, immediately you're aware that there are going to be problems caused by people comparing you to someone who is quite different. It is this breaking-in period that is really difficult.

Clarence Kelley and I appeared together at a press griddle club, a week after my appointment. He told a joke about a young new police chief who replaced the older chief. The older chief offered his advice, for which the young chief was very grateful. The older chief said, "Sooner or later you are going to get a terrible problem you just won't know how to handle. When that occurs, you open this envelope, no. 1. Then you'll have another problem, and when that arises you open up envelope no. 2." After a few months the new chief gets this terrible problem and opens up envelope no. 1. It says, "blame me". In other words, blame the old chief. He does it, and



Kansas City (Mo.) Police Chief Joseph D. McNamara could establish a rapport with. I knew that it is a department with a positive attitude toward change and experimentation.

So when people ask how did I follow Clarence Kelley, I've always been able to give the honest answer: that it felt great, because Clarence Kelley left the department in great shape. Naturally, there are different approaches and change is inevitable, and there are different philosophies involved. But all in all, it was a real benefit to go into a city with that kind of police department. Also, it worked two ways. Because of Clarence Kelley's performance during his twelve years as chief, and the fact that he left to take the position of director of the FBI, I think the prestige of the position increased all that much more. So that was an additional benefit.

LEN: You said that changes were inevitable for the new chief of police in that department. What was the major change that you brought to the Kansas City police department when you took office?

McNAMARA: The change that came about, probably a lot faster than I would have desired, was in the firearms policy. I was there for about ten days as the new chief when a really tragic shooting took place. A white officer shot and killed a 15-year-old black youth who had been in a routine burglary and was unarmed in broad daylight. There was a great deal of community unrest that followed, which of course I had to respond to, and I did in

time to have it in writing. I think philosophically, Clarence Kelley agreed with that policy. Certainly the FBI agrees with the policy because their own firearms policy is quite strict. As a result of our new policy, we've had police shooting fatalities reduced by half. We are still shooting in cases where it is necessary, where there is an armed felon posing a great danger to the public and police officer. But we've been successful in eliminating the kind of shooting which has caused the riots throughout the country for the past 10 or 15 years.

LEN: What type of public reaction has the policy met with?

McNAMARA: I think the overwhelming impact has been one of great appreciation. We're getting a lot more cooperation from the black community; for example, in terms of calling and reporting crimes to the police and testifying as witnesses. We get strong editorials of support from the black newspaper, and radio stations urging the public to cooperate with the police. That is not something that happens all across the country.

At the same time, we've made more arrests than ever before, even with the firearms policy. This is rather important because a lot of people predicted that the policy would turn the city over to the criminals. I took a lot of heat on the policy. I had to go out to sell it, in a sense, to the community. The business community was quite concerned, as were the general public and the police officers. However, the policy has been effective over two years now. No police officers have been injured and indeed there is no reason why one would be because the policy clearly stated that an officer may use his weapon if he is facing any armed suspect or if he knows that a violent crime has been committed. So, I really think that has been a great achievement.

LEN: The practice of bringing a police administrator into a department from the outside has been increasing. The question of what complications arise from such a practice seems to constantly come up. What were the problems you faced as an outsider?

McNAMARA: You face several problems. I think one of the most serious problems you face is that no one knows you. You are an unknown quantity. Consequently, you are subject to many rumors. Rumors about me were in some cases very humorous, but they caused a lot of trouble. To combat that, I went out and spoke to every group and community. As few as 15 people would invite me to a breakfast meeting. I would go and talk to them and tell them how I felt about law enforcement.

The constant charge against me, because of my academic background, was that I was some kind of sociologist or a professor and not a real police officer. People were understandably concerned that I wouldn't know what I was doing in terms of running a police department. So it was important to go out and convince them and to show them that I indeed did have a lot of street experience as a policeman in high crime areas in New York City and that I wasn't just a "book cop". I think that paid off enormously, but it takes time. I recall one week I made 14 different appearances before groups at breakfast, lunch and dinner meetings which were totally exhausting. But it is something that is of extreme importance during the first year as a police administrator if you are an outsider. Even if you are an insider, you would probably do the same thing. The public has a right to know what their police executive or police administrator thinks of the various problems that arise. I think that it's the single most important way of combating rumors.

The second problem that seems to arise in a department when you bring in an outsider, where others have applied for the position, is that you may experience some bitterness. Both these problems take time to ease away.

It is a mistake to see it as a one-sided issue—that if you bring in an outsider you will have trouble and if you appoint someone already in the organization, you won't. In many ways selecting an insider causes problems of the same magnitude though of a different nature. For example, all of these organizations have cliques. Sometimes someone in the department has friendships which go back a number of years and which would inhibit his administra-

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**"It is a mistake to see it as a one-sided issue — that if you bring in an outsider you'll have trouble and if you appoint [an insider] you won't."**

it works wonderfully. A few more months go by and another terrible problem comes up. The new chief really searches his mind and he just can't decide how to handle this, he opens the second envelope and it says, "Prepare two envelopes." I was always aware that the option of the first envelope was not open to me in Kansas City, because in no way could you say anything critical about the department.

LEN: Were you left at a disadvantage from the beginning then, not having the "option of the first envelope" available to you?

McNAMARA: No. Fortunately, I think Clarence Kelley left such a good department, a real model American police department, and one that had been in the vanguard of establishing an anti-corruption climate, a progressive climate toward research and toward higher education. These were the reasons why I took the chance and it is a chance that you take, accepting a position as a police chief.

I felt confident that I could survive even though it would be difficult. I didn't have corruption problems, and I had a fairly young, well-educated department that I

a number of ways. The officer was not criminally negligent in any way, but I think the overwhelming majority of policemen felt that some bad judgement had been used. However, when we looked at the written procedures and rules, I discovered that they weren't any more specific than the state penal law, which said that you may shoot in the event of any felony.

I did a number of things which caused a great deal of controversy — at the time. I went to the boy's funeral, as a gesture of sympathy to black community. Of all the things I've done since I've been in Kansas City, perhaps that has been the most significant in terms of bringing about a good relation between the minority community and the police. We're probably the only city in the country where the NAACP and the Southern Leadership Conference and other civil rights groups have petitioned the city council for a pay raise for police officers, and that doesn't come about easily.

In any event, we changed the firearms policy in a number of ways. We put down on paper what most of the officers were already doing anyway: showing restraint from taking a human life. We felt, however, that it was



# "It takes time for [subordinates] to feel confident in making their own decisions and to realize that accountability does not mean your head comes off when you make a mistake. People who make no mistakes don't do anything."

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tive flexibility. So it sort of balances both ways.

LEN: About a week before you left for Kansas City you mentioned you would have like to have someone with you to act as some sort of a buffer or to facilitate this whole process of transition. How do you feel about that now in terms of it being a liability or asset?

McNAMARA: There is no doubt that it can be a great comfort to bring someone with you you've known for years and you trust, when you go into a city and you simply have no one to talk to. But, in some sense, it was a benefit not to bring someone along with me, because people were less bitter than they might have been had I brought someone—if there was bitterness at all. In other words, I was coming in by myself with the open statement that there was plenty of talent within the department, and I didn't see any reason to bring in another police executive.

A good deal of my problems in my first year or year and a half lay in convincing people that we were going to delegate authority down to the various bureau commanders, that they had great discretion in decision making. When you're unknown, they don't really trust that. At the same time I was talking about accountability, which can be threatening if it is misunderstood. So people wanted many of the almost routine decisions to be verbally OK'd by the Chief, and it takes time for them to feel confident in making their own decisions and realizing that accountability does not mean that you get your head cut off when you make a mistake. If you want people to do things, you know that right from the start there are going to be mistakes made, and people who never make mistakes are people who don't do anything.

It takes a while to establish a feeling of trust between your top commanders and yourself. The events that occur have a lot to do with how long that takes. The shooting incident occurred so quickly that we didn't get to know each other as well as I would have liked before embarking upon a major change. That is part of the problem.

On the other hand, Clarence Kelley has been really wonderful. I have had several conversations with him, and I have around me—for the purpose of answering questions many of the people he relied upon. Questions came up which were inevitably tricky. The way Clarence Kelley might handle it and the way that I might handle it may be different but it was a very healthy way of starting to understand.

LEN: Why then did you decline to bring a confidant from outside into the Kansas City department?

McNAMARA: I think it would have caused a lot of hard feelings to use an outsider in the operations of the department. Inevitably, if you bring in a confidant, they will not be strictly an advisor. They will accumulate your power and operational responsibility in the organization. That causes some very bad feeling on the part of the career police officer who sees an outsider coming in at the top.

LEN: Isn't this considered a type of lateral entry?

McNAMARA: I know it's a kind of lateral entry concept. I do think you have to be careful about lateral entry, because the mobility in police work is not as great as we would like to see it. If we use a lot of lateral entry, we will close off the mobility to the lower ranks. I think most people agree that we want to select the very best people for police work. Part of that certainly entails providing them with career mobility. If your recruitment is designed simply to fill lower ranks which do not have any career mobility potential, then I think you're going to select a different kind of person for police work than we have had in the past. While I do think the lateral entry concept is good, I think it's got to be limited in numbers to make sure that people in the organization don't get frustrated.

LEN: Your department is under split political control,

with state control by a Board of Police Commissioners and city oversight in terms of budgeting. How has this affected your work in Kansas City?

McNAMARA: As you know there are only three police agencies in the U.S. with this type of structure and control—St. Louis, Baltimore, and Kansas City. It is a very emotional, political question which has divided the city for a lot of years. Clarence Kelley's answer to that question was one which I've felt very comfortable with. He would say "Well, this is the only kind of system I've ever been Police Chief under and it seems to work well. We've got one of the leading police departments in the U.S. and you don't go ahead and change a winning lineup without some good reasons for doing so." I add my own feeling to that. I think the individuals involved are more important than any system. Systems don't guarantee anything, but the kind of leadership you get in the city and its political structure does.

LEN: What conflicts arise from being under state control and city control? Also, do you find it advantageous to your department?

McNAMARA: It's advantageous in some ways, but you pay a price for it, especially at budget time. The big danger of state control, which many people in city government have been criticizing, is that a department might become aloof from the public it serves. If the department regards itself not as people who serve the citizens of the city, but as some kind of independent aloof state agency, you can have real problems. That has never occurred in Kansas City, and I think the department's respect and prestige with the citizens in that area has to be as high as any place else in the country.

In any event, we are totally independent, politically. The city manager, mayor and people in the city government never in any way attempt to talk about personnel

of the board, and if it gets to the point where there's an impasse between the board and the chief, where the chief is not responsive to the philosophy that this police board represents which I guess also represents the governor's philosophy then there will be a new chief of police. That's clearly within the authority of the board under state law.

LEN: When asked why you chose to leave the New York force after 17 years, you said, "The Kansas City Police Department has a reputation of being a progressive and innovative department." How did your department obtain this reputation and how has the department been able to receive so many project grants?

McNAMARA: I think Clarence Kelley was instrumental in furthering a lot of research. He, for example, started the Preventive Patrol Experiment financed by the Police Foundation. Kelley brought the first computer into American police work back in 1968, and also was responsible for bringing helicopters into police work. During some of the experiments, the department established task force approaches, where officers sat down and analyzed their job in a way that really hadn't been systematically done before in police work. It was a form of participatory management which I think we always paid lip service to. All the text books urged that planning permeate the whole organization, that people will work harder on an approach if they've been part of the planning process. I think that makes a lot of sense. It's also true that people at some of the lower levels of an organization, where the work is being done, have insight and knowledge that can easily escape the planners, and thus cause a plan to be unrealistic. I think the department responded very positively in the sense that patrolmen were given a piece of the action in determining their own working practices. They were quite excited about that. They took very readily to the kind of training they received from outsiders who

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policies in the police department or assignments or anything like that. We run a department where recommendations for promotions come exclusively from bureau commanders and people in positions of authority within the organization.

On the other hand, at budget time where the other city departments will have the city councilmen as their champions, we are all alone. I do think we suffer from that for while the other city agencies, through the past ten years or so, have been getting larger percentages of the city's budget, the police percentage has been declining, even though the absolute number of dollars has increased. I believe that one reason for that is that you don't have the city's sense of responsibility for police operations. To be specific, when a complaint comes in about the police not providing service to the public, the city's response is "We have no authority over the police complain to the Board of Police Commissioners." When a complaint comes to a city councilman about potholes, or about trash pickup, he'll go directly to the agency's head, who will then respond and say, "Let me handle it. I'll take care of it immediately." Then at budget time, the agency head can subtly remind the council people, "Hey do you remember when your constituents wanted this or that service? Well now's the time to supply the money to provide those services." It's been something of a problem which I've responded to in the last year by establishing a better rapport with individual city councilmen.

LEN: What type of influence does the Police Board have over the Chief?

McNAMARA: In the main, the chief serves at the pleasure

were hired as part of the research effort.

LEN: The Kansas City Preventive Patrol Experiment has been criticized, analyzed and publicized constantly since its completion in 1973. How you have utilized the results of this major investigation within your dept?

McNAMARA: Yes, I think the experiment has caused a good deal of discussion and controversy, and that's quite natural because it represents, in some ways, a very profound departure from previous police strategies. We've viewed that experiment as essentially proving only one rather narrow fact: That in Kansas City the routine driving around that the officers did was relatively unproductive, which meant to us that we should find ways to use that time more productively. When it's stated simply, it's hard to see what all the fuss was about.

But again, it's a kind of emotional thing. Any change gets politicized and polarized and the people who haven't read the experiment, begin to see it as an attack on the police. Unfortunately that very thing happened, in the case of mayors and city managers attempting to cut back on the police budget. They interpreted the experiment to mean that police presence didn't make any difference. That certainly was not shown in the experiment.

As a result of the experiment in Kansas City we have launched a Directed Patrol Project that has been funded by LEAA. Simply stated, directed patrol attempts to manage the workload of the officers on automobile patrol so that we can take those large chunks of relatively unproductive time and put them together, instead of having them occur eight or 12 minutes at a time, where the officer really can't do much in between responding to calls.

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We will manage the time in a number of ways, so we will have the officer free for two or three hours to perform certain techniques, some of which are brand new, but most of which are things that have worked successfully elsewhere.

LEN: Can you bring us up to date on some of the other projects being run in Kansas City?

McNAMARA: Another experiment being conducted in Kansas City at the moment, also financed by LEAA through its institute, involves a response time study. This is being done because many of the citizens didn't know what to do when a crime occurred. They don't have the police emergency number, and they take 10 minutes to call and tell us that a robbery has occurred. Of course this means we can't do very much about it. Some of the things are so basic that perhaps we've all ignored them for years, such as getting an officer out of his car and into contact with merchants and citizens on his beat. We supply citizens with stickers with the police emergency number. We offer crime prevention information about what kind of locks they might use, and about what kind of alarm system a business might require.

We tend to under estimate the importance of getting the public involved in things like that. We also will use some surveillance techniques which are relatively new. We have a very inexpensive portable camera which our crime attack teams can install in stores and have hooked up to the bait money in a cash register. It only costs about \$150, and it takes remarkably clear pictures of the perpetrator. We have portable alarm units which our teams will use to saturate an area. These are some of the things that we'll be doing.

Again, it's the kind of innovation the individual officers on patrol have come up with themselves. That is what is important. One of the things neglected in all of the controversy and discussion about the Preventive Patrol Experiment was that it wasn't some crazy scheme thought up by college professors. The desire to test the impact of police actions originated with the street policemen in Kansas City as part of the task force discussion of problems.

LEN: What role does civilianization play in your department?

McNAMARA: Civilianization has been a great success in Kansas City, but that doesn't mean that it can be everywhere. I think it is part of the idea of today's economy that if we're going to want highly capable, highly trained, and highly skilled police professionals, then we should have them doing work that requires that level of capability. We should have work that is more routine, which doesn't really require the performance of a sworn officer, done by civilians who would be compensated at a much lower rate than the police officer. That has worked very well in Kansas City.

But there is always opposition. I civilianized the dispatching operation in Kansas City and you inevitably get some complaints and misunderstandings. We have also civilianized some other personnel positions. We probably have one of the highest ratios of civilians in the country. We are down to about 1,225 sworn officers now, as part of an attrition program, and we have been given permission by the city to hire civilians to replace them. So we would have fairly close to 400 civilians, or about a 3:1 ratio.

LEN: What does "Professionalism" mean to you?

McNAMARA: You can get into very precise, academic definitions which would narrow the term to people like medical doctors and lawyers, but I think in terms of police work, there's no need to get very stringent about that definition. It's clear we are talking about a professional as someone who is highly motivated and self-disciplined, who has the respect of the community and who is very capable at the work he's doing. He has become an expert in his own work and he has pursued some higher education.

LEN: When you were leaving New York, you mentioned that what motivated you to go to Kansas City was that

the Kansas City police force accounted for a great deal of college graduates. Does a college education make that big a difference in police work?

McNAMARA: All things being equal, I think the college educated police officer should do a better job than the non-college educated officer — assuming all things being equal, which they never are in real life. I stay away from rigid statements that college must be mandatory for entrance and so on, because you do have other important roles in police work.

I didn't have a college education when I entered police work, and in fact it took me 13 years to get a bachelor's degree. I think that's good. College helps the police officer because it's a socialization process. Very often police work is life in the inner city, where the officer is dealing with criminals, prostitutes and drug addicts — very unaverage type people which can make him warped and cynical. So the social experience of college is also important. In a lot of ways it helps the officer to avoid taking some of things that occur in his work personally.

LEN: Can you give us some idea as to what future innovations you see for police work in the last quarter of the 20th Century?

McNAMARA: I think we're going to see a growing acceptance of the fact that the police can't do the job themselves, that the police are part of a very complicated non-system of the criminal justice process. To hold the police accountable for the level of crime is totally illogical under

reported in the news media. We had a startling example recently in Kansas City where the press reported that serious crimes had gone up by 11 percent. In fact, serious crime, by our definition, had actually decreased; but we had an epidemic of thefts of CB radios, which were relatively new on the market. Four thousand such thefts accounted for a biased statistical increase of 11 percent. So the news media, which don't have the expertise or the time to do good reporting to explain to the citizens what the statistics mean. They simply report in these big headlines "Serious Crime Up 11 Percent." I don't think we want to minimize the issue or say that that kind of crime should be ignored. But certainly the theft of a CB radio or an automobile today is in no way as serious as an armed robbery or a mugging. I don't think that's what's causing the fear on the city streets.

We're going to have to come up with a new structure to really pick out and define precisely what serious crime is, and to establish what victimization probability is. I did a little of that in New York for the Crime Analysis Unit, and in Kansas City after the silly crime news reporting. I ignored the traditional FBI reporting structure and I put out a news release saying that the probability of the average citizen being murdered in Kansas City on any given day was one chance in a million.

Now the public can understand those kind of things. When people look at that, and if they can accept that kind of analysis, you're not going to have the quality of life being ruined as it is in so many cities, by people living in

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the structure that we have now. I think we'll get more honesty in police reporting of statistical crime reports. I think we'll see independent surveys used a good deal more so that we get better information upon which to base decisions relevant to police deployment and enforcement strategies. We're going to get the increased police acceptance of the idea that the success of the police mission is in public cooperation. Without the civilian witness and a crime report we're out of business. We've paid lip service to that for a lot of years, but I think it's finally coming home as more and more studies show the facts about the lack of convictions and so on. There's going to be increased police interest in the remainder of the system's impact on police operations. And I don't mean a negative one, where the police pressure the judiciary into sentencing, but some increased attention paid to the interrelationships between prosecutors, courts, and correctional and parole practices, which in my view is long overdue.

I think also the increased fiscal pressure is going to mandate better police management. I think for a lot of years police manpower has been so plentiful and cheap that we haven't followed private industry in developing concepts of cost effectiveness. I think beyond any doubt that that is coming. City after city is reducing the number of police officers they have, and it's simply going to be essential that we find better, more efficient and more economical ways to provide police service to the public. Police service to the public may need to be redefined. It may be that some of the services that departments are presently supplying are just too expensive for the public to continue to support. We're going to have to get a better handle on what the crime picture is, and I think we're going to have to develop better ways of communicating to the public. There's absolutely no doubt that the fear of crime is almost totally unrelated to the incidence of crime.

LEN: In what ways, specifically?

McNAMARA: For example, the average person may stay home and lock himself in his apartment because of the sensational way in which those FBI Crime Statistics are

fear. I really do think we need to come to grips with the way crime is being reported in the United States.

LEN: In terms of your own future, you were probably one of the youngest chiefs of police appointed in a major city department at the time of your appointment in Kansas City. Since police chief tenure doesn't usually seem to last much more than seven or 10 years nationally, what future plans do you have for yourself?

McNAMARA: Actually, the recent study done under LEAA has shown that the big city police chief averages two years and four months tenure which I think most of us would agree is a very bad thing for policing. I think one reason why Kansas City made such progress, in areas like anti-corruption, was that Clarence Kelley had a long tenure of 12 years. The chief prior to him had nine years. So I do think we may move toward finding a way to protect chiefs from arbitrary political removal without destroying the chief's accountability to the public. I don't know that we would want the chief to have civil service tenure, but I think some kind of protection needs to be given.

The system in Kansas City, where the chief serves at the pleasure of a board, is one which can really work against establishing long range organizational goals which are good. Your control is definitely limited if people in the organization think you're only going to be around for a short period of time. We joke about and say police chiefs are like baseball coaches: you have a good year and a bad year, and you're gone. The major difference seems to be that baseball coaches get paid a lot more money. I think it's bad for police work that removal of a chief is based on anything other than professional reasons such as political factors.

LEN: Can we conclude from that that you are intent on having a tenure as chief similar to that of Clarence Kelley?

McNAMARA: I think the situation is such that it is difficult to plan on careers like that, because, in effect, when you serve at the pleasure of elected political officials and changes take place, you can never tell whether you're going to survive those changes. I've been a part of an excellent police department and have no anxieties to move.



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## The Investigator's Role: Managing The Investigation

By RICHARD H. WARD

This is the tenth in a series of articles on the concepts and theories of criminal investigation. The author is a former New York City detective and the author of *Introduction to Criminal Investigation* published by Addison-Wesley Publishing Company.

On the surface, the role of the criminal investigator does not appear to have changed much over the past decade. Closer examination of trends in crime investigation, however, reveal some significant changes in recent years which indicate that the coming years may result in a re-evaluation of the investigator's role. Nonetheless, most tests in this field continue to stress evidence collection and other technical components of investigation, while paying scant attention to the management of investigations.

### The Management of Criminal Investigations

For the most part, an investigator works a case alone, or with a single partner; the quality of the investigation depends largely on the expertise and experience of the individual. Thus, the way a case is managed will frequently depend upon one person making a variety of decisions, each one of which may be rational but which do not in their totality provide a logical framework for the case. Thus, while it is obvious that the investigator must assume the role of manager, there is little specific guidance avail-

able to him regarding the best techniques for carrying out that role. Contrast this to the surgeon, whose role is spelled out in a distinct way; the management of open heart surgery requires specific techniques in which the medical student is explicitly instructed.

Beyond the preliminary steps we know little about the most effective way of carrying out a robbery, burglary or homicide investigation. Who should be interviewed first? What is the best way to conduct an interrogation? Who is the best investigator to handle this particular case? And more important, what is the most logical way to conduct the investigation? These are but a few of the questions which must be answered in any attempt to define adequately the investigative role.

### A Logical Approach

Perhaps the most important facet of case management is the formulation of a logical approach. While this may seem obvious, many investigators tend to let the case manage them — reacting to events as they occur, rather than attempting to follow an ordered set of procedures.

The problems usually begin at the crime scene; despite numerous texts and a fairly well established set of procedures for searching the scene and preserving evidence, mistakes are common.

Interviewing witnesses is usually the second step in an investigation. The most common mistakes made here are in not separating witnesses, not being thoroughly clear

about what is said, and not adequately recording the interview. The order in which witnesses should be interviewed may be important also, for given time to think about it some witnesses may be reluctant to assist in the investigation; others who are nervous may not recall an important point until some time after the event. The sequence of questioning should usually run from the general to the specific.

Upon completing the interviews the investigator is faced with a decision as to his next step. In some cases this will involve canvassing the area for further witnesses. In others, where information concerning the suspect is available, a records search may be required. Keep in mind, however, that failure to canvass the area may result in the loss of a potential witness, whereas the records don't move.

Depending upon the type of crime under investigation, various other steps must be considered; these will be discussed in detail in future articles.

It should be remembered throughout, though, that management of the investigation begins at the moment an investigator is notified, and continues until the case has been closed.

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## BOOK NOTES

By EVA LEE HOMER

## Youth Gangs: Component of Social Change?

Gang violence has often been part of social change; groups of people taking things "into their own hands" has much historical precedent. Revolutionary mobs, outlaw gangs, vigilantes and posses in the old west, the Ku Klux Klan in the south and the "Warlords" in New York's South Bronx all have one thing in common: the gang members have chosen to deal with certain situations that displease them by acting 1) in concert, 2) violently, and 3) illegally.

You might ask. Why look at violent youth gangs today? They are passe, a phenomenon of the fifties, eulogized in "West Side Story," aren't they? The answer is an unqualified "no."

A very recent report to the National Institute for Juvenile Justice and Delinquency Prevention on a study by Walter B. Miller (of the Center for Criminal Justice at Harvard Law School) shows a disturbing resurgence in gang activity on a nationwide basis.

Miller's study was concentrated on the youth gang activity in the eight largest U.S. cities. He found gang violence levels to be high in New York, Chicago, Los Angeles, Detroit, Philadelphia and San Francisco. It is estimated that the total youth gang population in these eight cities was organized into between 760 and 2,700 gangs with 28,500 to 81,500 gang members. Further statistics in these cities show 525 gang-related murders between 1972 and 1974. According to Milton Luger, Assistant Administrator of the Office of Juvenile Justice and Delinquency Prevention of the Department of Justice, this figure represents about 25 percent of all juvenile homicides in these cities.

The above figures on gangs and gang membership have been stated as "range estimates" because they were compiled from the judgments of criminal justice and social service personnel in the eight cities. A survey of independent gangs and gang members was not feasible due to time and funding limitations.

Today's youth gangs differ from those of the 1950's in a number of ways. They do not just claim certain streets as their "turf." In some places they have seized control of school cafeterias, playgrounds and hallways. They shake down students for permission to use those facilities and they terrorize school teachers and administrators.

In his book *Fort Apache* (which is the nickname of the 41st Precinct in New York's South Bronx), Captain Tom Walker describes a chilling incident in which four youths cold-bloodedly pushed a boy off an apartment house roof as retribution for telling the principal of their school about gang shakedowns. The boy was fatally injured and, Walker reports, the culprits showed no remorse at all when apprehended. It should also be pointed out that this was one of the less horrifying incidents of gang violence noted by Walker.

The move into schools is one change in the modus operandi of gangs in the mid 1970's. Another is a switch from chains sticks, zipguns and baseball bats to handguns, rifles, bazookas, bombs and even flame throwing equipment. A third difference is a strong tendency to spend far less time and energy fighting each other. Instead they are preying on innocents: other kids, the elderly, store owners and others not involved with their gang.

According to the April 1976 Study on Juvenile Violence published by the New York State Office of Children's Services, there were 5,666 juveniles — under 16 years of age — arrested for the commission of violent crimes in New York City during the period July 1, 1973 to June 30, 1974. These 5,666 arrests were for 3,639 crime incidents. These arrests — for murder, non-negligent manslaughter, forcible rape, robbery and aggravated assault — accounted for 16.3 percent of all arrests in these categories. Remember, these 5,666 juvenile arrests are of children age 7 through 15 only; persons age 16 through 20 accounted for an additional 27.7 percent of arrests in the stated violent crime categories. In other words, over 44 percent of these most violent crimes were attributed to people under 21 years old.

According to the New York Study, more than half of those children under 16 arrested for murder were arrested in groups of two, three and four. No figures are available on the number of children under 16 arrested with youths over 16. (In New York, those under 16 go to Family Court, while those over 16 are handled in Crimi-

Continued on Page 18

## Broadcaster Plans Good News Report On Policing

In an attempt to give the public "a better look at the ample positive side" of law enforcement, a California-based broadcast news service has issued a call for items featuring good news about police officers.

Jack D. Fox, managing editor of Broadcast News International, said that his firm would be instituting a "Good News Report," which will air on independent radio stations nationwide.

"Normal channels of news collection seldom carry news of this nature," Fox said. He added that he hoped to hear from police agencies and officers on a broad plain about the good things they are involved in, either on or off duty.

Fox, a veteran police reporter in the print and electronic media, noted that bad news about policing gets the emphasis every day. "My experience tells me that police officers are involved in warm, humane, and upbeat incidents every day. We would like to feature those stories."

Persons wishing to contribute material to BNI's "Good News Report" should send all information to Jack D. Fox, Managing Editor, Broadcast News International, 4137 Stansbury Avenue, Sherman Oaks, CA 91423.

## New Books on Review

**Electronic Spying.** Flushing, N.Y. Mentor Publications. 1976. 56 pages. \$7.95.

**Electronic Spying** is a basic introduction to electronic surveillance equipment and procedure for the non-specialist. In it, the author discusses the basic methods and equipment available to the law enforcement officer and the private investigator. Topics covered include wireless transmitters and receivers, recording equipment, and the fundamentals of telephone tapping.

The drawings and photographs are numerous and helpful. The handbook is well-written and should appeal to the reader who wants a brief overview of the field of electronic surveillance.

—Oaniel P. King

**Reality Police: The Experience of Insanity in America.** By Anthony Brandt. William Morrow and Company, New York, 1975.

350 pp. \$9.95.

The mental health patient who enters Salt Lake City Veterans Hospital has his name, social security number, and medical complaint entered into a computer. This computer then administers to the patient a battery of psychological tests, presents a printout of the results, and if required in the opinion of the computer, prescribes a method of treatment. Although this smacks of 1984 it happens today, and it would come as no surprise to author Anthony Brandt. The Psychiatric Assessment Unit (PAU) is in fact Brandt's prophecy realized.

**Reality Police** is a warning to society of the dangers of "psychiatric power," a caution that we are perhaps moving too swiftly in the direction of Kierkegaard's therapeutic state. This danger, according to Brandt, is the result of society's decreasing tolerance of variety and diversified behavior. The reality police is white middle class America dictating socially, politically and economically defined modes of acceptable behavior. Enforcement powers are entrusted to the mental health bureaucracy whose technique it is to strip the violating individual

Continued on Page 17



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# Current Job Openings in the Criminal Justice System

**Director of Community Safety.** Carson, California. The requirements are a college degree in public administration, criminal justice or related field plus six years progressive experience in municipal law enforcement with at least three years at the rank of lieutenant or higher. Possessing P.O.S.T. Advance Certification is necessary.

The salary range is \$2,434-2,960 per month. The deadline date is October 16, 1976. Apply to: Carson City Hall, 703 East Carson Street, Carson, California 90745.

**Police Chief.** Chowchilla, California. The minimum requirements are seven years law enforcement experience with three years at rank of sergeant or above and an Associate degree preferred.

The salary range is \$15,000 to \$18,000. The filing deadline is October 16, 1976. Apply to: Personnel Department, City of Chowchilla, 145 Robertson Boulevard, Chowchilla, California 93610.

**Associate Director.** Department of Public Safety, Northwestern University, Evanston, Illinois. Responsible for supervising the activities of 43 departmental sworn officers. These officers report through administrative channels to the director of public safety.

Requirements are: a bachelor's degree, preferably in police administration, criminal justice, or related field; certified instructor as a weapon rangemaster desirable; five years of university campus security-police experience at management or supervisory level essential. Salary open, depending upon qualifications. Selection upon oral interview. Interested applicants may send resume to: W.O. Littrell, Director, Public Safety, Northwestern University, 625 Colfax Street, Evanston, Illinois 60201.

**Army CID Agents.** The U.S. Army Criminal Investigation Command is seeking qualified law enforcement officers to apply for duty as Warrant Officer special agents in the CID reserve program. Those who apply and are accepted must join the U.S. Army Reserve before accepting the appointment.

Applicants must be U.S. citizens, between the ages of 21 and 45, have at least two years of college, and at least two years of criminal investigative experience with a bonafide law enforcement agency. Also, applicants must be in good physical condition and pass a detailed medical examination. All applicants will be required to undergo a comprehensive background investigation before they can be accredited.

In addition to pay, personnel will also earn points which may be credited toward retirement from the Army Reserve.

Vacancies exist throughout the United States. Interested persons, civilian or reserve, should send a resume by October 31 to: Commander, U.S. Army Criminal Investigation Command, ATTN: CID-PT, Washington DC 20318. Resumes must include as a minimum, civilian or military employment experience and educational background.

**Criminalist II.** Heavy bench and court experience and/or research in three or more of the following physical evidence types. Paint, glass, fiber, hair, wood, soil, safe insulation, accelerants, gunshot and explosive residues.

Current salary, based upon qualifications, \$16,244 to \$20,600 (approximately 10 percent increase expected October 1).

Contact E. Whittaker or W. Hartner, Dade County PSD Crime Laboratory, 1320 NW 14 Street, Miami, Florida 33125. (305) 547-7332.

**Public Safety Planner.** Tampa, Florida. Staff responsibility for the areas of police and fire. Must perform needs analyses, program development, and the design of supportive information systems. Salary range, \$12,313 to \$16,307. Requirements: equivalency of M.A. degree and one year of experience in a relevant area.

Send application to: Director of Planning, Metropolitan Development Agency, City of Tampa, 1420 Tampa Street, Tampa, Florida 33602.

**Assistant Planning Officer.** The State of Iowa is seeking a qualified individual to assist in development and subgrantee implementation of annual comprehensive plan and be involved with in-house analysis of existing and

proposed projects.

Specific duties and responsibilities include: compiling and organizing information in the State Criminal Justice Plan; collecting and analyzing all pertinent criminal justice system data needed in the plan; coordinating the plan development effort with program specialist; analyzing and evaluating appropriate projects in cooperation with program specialists; and assisting in the development of a monthly criminal justice newsletter.

A bachelor's degree in sociology, criminal justice or a related major is required. Experience in planning, research and development of the criminal justice system may be substituted for educational requirements on a 2:1 basis. Applicants should forward a copy of any example (term paper, report, etc.) demonstrating your writing ability.

Send all documents to: Iowa Crime Commission, 3125 Douglas Avenue, Des Moines, IO

**Regional Court Administrators (10).** One position is open in each of 10 new judicial administrative districts in Georgia. Requires BA degree with major graduate work in judicial, public or business administration, or related areas, or specialized training in court administration; or law degree plus experience in administration. Must have three years responsible supervisory or administrative experience in public or private sector, and be familiar with modern management principles. Salary \$17,700. Must be available for employment in October. Submit applications to: Executive Secretary for Georgia Administrative Judges, Administrative Office of the Courts, 2220 Parklake Drive, Suite 335, Atlanta, GA 30345.

**Associate Training Technician (Police).** New York State. Written examination to be held November 6, 1976, applications must be postmarked no later than October 4, 1976. Minimum qualifications include five years of acceptable experience as police officer plus 60 college credit hours. Investigative experience will not be considered unless it was gained in a law enforcement agency. Bachelor's degree may be substituted for one year of experience and will also satisfy educational requirements of position. Master's degree cannot be substituted for an additional year of experience.

Written test is designed to test for knowledge, skills, and/or abilities in management of staff development and training programs, principles of learning and instruction, preparation of written materials, and modern law enforcement methods and procedures.

Position is based in Albany but travelling is required. Candidate must possess driver's license to be considered for this appointment.

You may obtain forms from: State Department of Civil Service, State Office Building Campus, Albany, New York 11239, or Two World Trade Center, New York 10047. Specify examination by number and title. Associate Training Technician (Police) No. 24-442. Beginning salary is \$17,429.

**Assistant Planner/Criminal Justice.** Position involves planning activities which cross the entire criminal justice system, including comprehensive plan development, program development, data collection, and providing technical assistance to elected and appointed officials. Requires BA degree in criminal justice planning or related field. Starting salary range \$10,371-\$11,198. Send complete resume to: F. Glen Erickson, Executive Director, Bi-State Metropolitan Planning Commission, 1504 Third Avenue, Rock Island, IL 61201.

**Highway Safety Technical Training Supervisor.** New York State. Written examination is to be held November 6, 1976, applications must be postmarked not later than October 4, 1976. Minimum qualifications include four years of acceptable experience as police officer plus thirty college credit hours. Investigative experience will not be considered unless it was gained in a law enforcement agency. Bachelor's degree may be substituted for one year of experience and will also satisfy educational requirements of position. Master's degree cannot be substituted for an additional year of experience.

Written test is designed to test for knowledge, skills, and/or abilities in principles of learning and instruction, staff management, preparation of written materials, supervision, and good judgement in solving police prob-

lems relating to highway safety.

Position is based in Albany but travelling would be required. Candidate must possess driver's license to be considered for appointment.

You may obtain forms from: State Department of Civil Service, State Office Building Campus, Albany, New York 12239 or Two World Trade Center, New York, New York 10047. Specify examination by title and number. Highway Safety Technical Training Supervisor No. 24-439. Beginning salary is \$14,880.

**Senior Training Technician (Police).** New York State. Written examination is to be held November 6, 1976, applications must be postmarked not later than October 4, 1976. Minimum qualifications include: three years of acceptable experience as a police officer plus 30 college credit hours. Investigative experience will not be considered unless it was gained in a law enforcement agency. Bachelor's degree may be substituted for one year of experience and will also satisfy educational requirements for position. Master's degree cannot be substituted for an additional year of experience.

Written examination is designed to test for knowledge, skills, and abilities in principles of learning and instruction, principles of curriculum development and evaluation of training materials, modern classroom practices, and preparation of written materials.

Position is based in Albany, but travelling is required. Candidates must possess driver's license to be considered for appointment.

You may obtain forms from: State Department of Civil Service, State Office Building Campus, Albany, New York or Two World Trade Center, New York City 10047. Specify title and number of examination. Senior Training Technician (Police) No. 24-441. Beginning salary is \$13,404.

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# New Book Releases for the Criminal Justice Library

Continued from Page 15

of personality, create a nobody, and construct a person that conforms to "professional" ideas of "being well."

The book begins with a provocative analysis of the history of the mental health establishment and the growth of psychiatry. In journalistic style, albeit with a great deal of acerbity, Brandt then takes the reader through the present day nightmare of insanity in America — the insanity not of mental health patients, but of narcissistic psychiatrists and a self-perpetuating mental health bureaucracy.

Although readers familiar with the growth of the prison system will find striking similarities with Brandt's description of insane asylums, prisons, by Brandt's account, are the more humane of the two. With few exceptions Brandt describes our 592 existing Federal, state and private asylums, facetiously called hospitals, as nothing more than mental laundromats. Patients are starved, beaten, and humiliated in the name of "treatment." Detailing what seem to be exceptional cases, and his own experiences as a mental patient (he had himself committed, feigning a mental disorder), Brandt presents the horrors of modern concentration camps. With typifying colloquialism he tells us, "The mental patient is a Jew in Nazi Germany, an Arab in Jerusalem. He is a nonperson. He has no status whatsoever. He is of absolutely no account. His very humanity is open to question."

Patient's rights, as those of other institutionalized populations, are only now coming into being. Wyatt v. Stickney (1971), O'Connor v. Donaldson (1975), and the Willowbrook case — New York State Association for Retarded Children v. Carey (1975) — hopefully represent that proverbial light at the end of the tunnel for many of the over 300,000 patients now warehoused in mental institutions. It will be a hard-fought battle because psychiatrists have a great deal invested in the status quo, and as Brandt points out, they are a special interest group of great power.

"Psychiatric power" is the subject of the most provocative segment of Reality Police. In a very pithy and emotionally charged manner the author describes psychiatry as so ignominious as to almost con-

stitute fraud. This Szaszian assault begins with a paradigm of studies, particularly those of rebel psychologist H. T. Eysenck, indicating that psychoanalysis is perhaps no more effective than spontaneous remission. More recent studies have shown that a higher percentage of patients actually deteriorate under psychoanalysis than those in untreated control groups. The remainder of the psychiatric arsenal — shock treatment and neuroleptic drugs — is described by Brandt as mostly cruel, unnecessary, and definitely dangerous.

Professional emoluments, in Brandt's view, dictate more than medical factors, such as who is to receive what type of "treatment." Psychoanalysis is reserved for the mildly neurotic, those that can pay the bills and keep appointments. The more obstreperous patients, and those who cannot afford to lie on the proverbial couch, are subject to commitment proceedings. The most dangerous aspect of "psychiatric power" is the ability of psychiatrists, by way of pro forma hearings, to sentence people to indefinite terms without due process of law. Although the aforementioned causes celebres have curtailed this ability to some degree, it still requires active intervention by attorneys to insure the constitutional guarantees the rest of us take for granted. Without legal counsel the patient must fend for himself, and what judge, asks Brandt, will listen to a crazy person?

The explicit theme of Reality Police is whether mental illness can really be defined. There are of course individuals who must be kept in institutions for the safety of themselves and society, but it is questionable whether even 10 percent of our present 300,000 patients should be confined. Public fear of the "insane" and psychiatry's elitist views of who should be confined have resulted, in Brandt's words, "in social genocide."

There have been attempts to purge the system of its inhumanity. The Community Mental Health Act of 1963 was an attempt by Congress to reduce our state hospital populations by creating "community mental health centers." Local communities would take control of residential treatment centers and provide a decent system of outpatient care. We have seen the development in the past years of citizen advocate groups

including, as Brandt mentions, ex-mental patient groups such as the Mental Patients Liberation Project in New York. There have been numerous innovations such as Soteria House where mental patients are allowed to experience their "madness" without restraints or drugs. And we have seen the development of the Radical School of Psychiatry at Berkeley which rejects prevailing theories of the psychiatric establishment. In spite of these and other developments we have more state hospital patients than ever, state institutions are still being built, and the business of psychiatry is booming. It's not just psychiatry and mental patients; the problem exists with society's priorities. As Brandt points out, "The American community abandons its old to Florida, its crazy to mental hospitals, its useless to welfare." Only professional accountability and increased public tolerance for insane behavior will reduce this mental health madness.

Reality Police is highly recommended reading, especially for those employed or serving in either the criminal justice or mental health systems of America.

—G. Thomas Gitchoff

• • •

Crime Laboratory Management Forum 1976. By Richard H. Fox and Fred H. Wynbrandt (eds). Forensic Sciences Foundation Press. Rockville, Maryland. 1976. 269 pages. \$9.00.

This is a collection of thirteen articles written by laboratory directors and academics dealing with various aspects of crime laboratory management. The articles cover the criminalist as an executive, education and training of personnel, quality control programs, report

writing, field operations, programming and budgeting for the laboratory, research, the role of defense experts and techniques of obtaining grants and contracts.

Kenneth Field, in his report "Quality Assurance Through Proficiency Testing and Quality Control Programs," suggests that crime laboratories may soon face the same problems which confronted clinical laboratories ten years ago when Congressional hearings revealed that one in four clinical laboratory reports be continually reassured through proficiency testing and quality control programs.

Frederick McDaniel of the Kansas City Regional Criminalistics Laboratory discusses "Field Operations" and points out that many top police administrators, prosecutors and judges continue to ignore the fact that there are sophisticated scientific methods and techniques available that can aid in the pursuit of truth in the investigation and adjudication of crime. He reminds us that "the efficient identification, collection, and preservation of physical evidence, its accurate and speedy examination or analysis in a sophisticated crime and its proper presentation in a criminal court trial or proceeding are essential to professional criminal investigation, increased clearance of criminal cases, improved quality of justice, and ultimately, the reduction of crime."

The material in this handbook is current and practical to the crime laboratory manager. Evidently this is the first of more Crime Laboratory Management Forums to come and it is hoped that the publishers are successful in this endeavor.

—Daniel P. King

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## Violent Youth Gangs: Component of Social Change?

Continued from Page 15

nal Court. The records are entirely separate from the point of apprehension/arrest all through the adjudication process.)

In the robbery category, approximately two-thirds of the children under 16 were acting in groups of two to 10. Evidence of group or gang activity was apparent in most violent crime juvenile arrests, with the possible exception of manslaughter.

In the report on the recent growth of youth gangs in New York City, State Assemblyman Perry Duryea tells us that while we do not know for certain how many of these children were members of an organized gang, experience indicated that many probably were, and were most likely acting in that capacity at the time of arrest.

The early and middle 1970's has been an era when public ideals have been notably lacking and social disintegration has accelerated. Organized religions have lost many members and much support. Family disorganization has become the rule rather than the exception. Slums have become oppressive. Through it all, studies have shown us that as high as the crime rates are, they represent under-reporting of crimes by 3-to-1 or 5-to-1 in our major cities. City policemen say that 10-to-1 would not be an exaggerated estimate. The

Bronx County (N.Y.) District Attorney's office accepts the figure of an estimated one million illegal handguns in that county alone.

After the period of gang violence of the 1950's, we yielded to the more involved and idealistic Kennedy-King years — a period when young people involved themselves in social action projects. Perhaps gang violence still precedes or at least points up the need for social change.

• • •

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New York State Assembly, Perry B. Duryea. *The Resurgence of Youth Gangs in New York City*. Subcommittee on the Family Court, Study Report No. 1. July 1974.

## New Publications from the Criminal Justice Center

The following publications are now available from the Criminal Justice Center of John Jay College of Criminal Justice.

**Evidence Technician Program Manual** — # of Copies  
By Joseph L. Peterson and James H. Jones \$2.95

This manual examines the role of police officers and civilians charged with the responsibility of searching crime scenes for physical evidence and returning it to the forensic laboratory for analysis. The authors discuss five important aspects of developing an effective evidence technician program, including: selection and training of personnel, the physical resources needed for the processing of crime scenes, optimal organizational structures, effective field operations, and guidelines for developing meaningful evaluations. (89 pp.)

**Guide to Library Research in Public Administration** — # of Copies  
By Antony E. Simpson \$4.95

This book was especially written for graduate students, undergraduates, faculty and organizationally-based researchers, engaged in research in public administration. It also includes material likely to be of considerable value to students in other specialties within the social sciences.

The major sources and reference tools which provide access to the literature of the field are cited and described and are discussed in the context of an overall library search strategy designed to solve any given research problem. (210 pp.)

**Grants and Grantsmanship** — # of Copies  
By Robert E. Gaanssen and Allanna Sullivan \$.75

For many organizations, seeking external funding is becoming a matter of prime concern. Because of the present economic crunch, the programs and services of agencies are being cut and modified. Therefore "grantsmanship" is fast becoming a necessary skill. To help inform those in the criminal justice field of the intricacies involved in acquiring a grant, the Criminal Justice Center at John Jay College has reprinted "Grants and Grantsmanship," a three-part series published in LAW ENFORCEMENT NEWS (16 pp.)

**Basic Legal Research in the John Jay College of Criminal Justice Library** — # of Copies  
By Antony E. Simpson \$1.50

Written to meet the particular needs of the John Jay College student body, this booklet presents discussion and descriptions of selected bibliographic sources appropriate for legal research involving federal, New York State and New York City law. Such tools as citators, digests and encyclopedia are discussed in depth. The booklet provides a valuable and concise introduction to legal bibliography and standard techniques of legal research. (42 pp.)

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## Realism in Criminal Justice Planning

The gross mismanagement and lack of coordination in the ways we deal with crime have long been recognized and discussed, well before criminal justice planning became a recognized field carried on by specially created agencies.

Official and unofficial committees were set up to deal with these issues. Speeches urging reforms were made, and indignant editorials appeared in the press. We were told by the experts (although they often disagreed with each other) that various remedial actions were needed, and the political leaders publicly assented — but somehow the changes were either bungled or not made at all. Now that we do have specialized criminal justice planning agencies, these troubles are still with us. Why does all this keep happening again and again, throughout the country?

• • •

One major reason would seem to be the lack of well-developed, universally accepted mechanisms and criteria for performing three essential tasks:

(1) Diagnosing what's wrong with every aspect of our system for controlling crime and the related aspects of deviant behavior, such as drug addiction, alcoholism and mental illness. That "system" includes not only legal rules and the institutions that enforce them, but also the provisions for preventing the problems from arising in the first place. Above all, the system concept emphasizes the points of contact, or interfaces, between the components of the system. It stresses coordination, communication and cooperation. This concentration on interrelationships is essential if we are ever to make significant progress in understanding and controlling crime.

• • •

(2) Assessing possible changes, improvements and solutions. All proposed departures from existing practices should be evaluated on a dispassionate, system-conscious basis. This means that there must be input from all components of the system which could be affected by the change.

While many agency executives will fear that such a process will harm or destroy their sovereignty, they actually stand to gain from it. For example, policemen commonly view the courts as revolving doors, spewing out perpetrators as fast as they're captured. Furthermore, because of their high visibility, the police are frequently blamed by the public for the entire crime problem. Proper criminal justice planning, and action to implement the plans, can help alleviate these difficulties.

Of course, the police are not alone, for practically everyone in the criminal justice field perceives himself as overworked, misunderstood, beleaguered by insoluble difficulties, and the victim of other people's blunders. The only way out of this forest of problems is to start looking at the forest instead of the trees. And we must look at the "forest" carefully before we try to transform part of the system, not just when we're trying to understand it.

One useful suggestion made by the New York State Commission of Investigation, would be to require, by law, a 60-day waiting period before any criminal justice agency can unilaterally initiate a policy change which would affect other agencies. During this period, the other agencies could react to the proposed change, which would be described in a document prepared by the proposing agency. This document would be the criminal justice equivalent of an "environmental impact statement." (Although the basic idea is an excellent one, it would seem wise to provide in the legislation for situations where such a delay would jeopardize the public interest.)

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(3) Building a consensus of support for the best possible reforms, in order to establish them without wasteful conflict and crippling compromises that would vitiate their effectiveness. The criminal justice planning process, which is supposed to answer the first two needs, should also contribute substantially to meeting the third one. But despite its inception throughout the country (pursuant to the Omnibus Crime Control and Safe Streets Act of 1968), disorganization, ineffectiveness, and lack of responsiveness still prevail in the criminal justice system.

One reason for this slow progress may well be that the planning process is out of touch with reality. Of course, planners' imaginations must not be fettered by the limitations of existing laws, agencies and programs. But planners must also take cognizance of the obstacles to innovation that exist in the real world, in order to overcome them without engendering bitterness and resentment in agency personnel, and without creating unanticipated new problems by the very devices meant to solve old ones. They must apply what social scientists have learned in recent years about methods of conflict resolution and facilitating changes both in society at large and within organizations.

• • •

Reality can be unwittingly disregarded, both by line and planning agencies, because the need to ask and answer fundamental questions is often ignored in the bureaucratic shuffle within each entity, public and private, concerned with crime control. The eminent management analyst Peter F. Drucker has pointed out that, in every organization, internal problems tend to loom much larger than do considerations of what should be accomplished in the real world outside. As a result, managers may neglect to ponder crucial, yet deceptively simple issues such as "What should we really be trying to do, and how should we go about it?" Certainly, criminal justice agencies are especially susceptible to this phenomenon, beset as they are by unceasing demands from various sectors and by the fear that they are fighting what at best can be only a holding action.

The planning agencies, which should really set the example, have a very serious internal problem of their own: a preoccupation with attracting and administering Federal grants. If the planners can straighten themselves out, they will be able to help their colleagues in the front lines cast off their institutional blinders.



# Upcoming Events

October 5-7, 1976. 10th Annual Investigator Development Seminar. At the International Inn, Washington, D.C. Enrollment fee: \$185.00. Additional details about the seminar are available from: Association of Federal Investigators, 815 15th Street, N.W., Washington, D.C. (202) 347-5500.

October 5-10, 1976. Fourth Annual Conference of Region 1, National Black Police Association. At the Galt House, Louisville, Kentucky. For full details and registration, contact: NBPA, Region 1, c/o Mr. Clem Harris, 1219 Union Street, Brooklyn, NY 11225. (212) 467-2063.

October 6-8, 1976. Three-day intensive course in rape investigation. At the Royal Las Vegas Motor Hotel. Course fee: \$195.00. For more information contact: Michael E. O'Neill, Vice President, Theorum Institute, 1737 North First Street, Suite 590, San Jose, CA 95112. (408) 294-1427.

October 13-15, 1976. Crime Analysis Course. At the Sheraton Royal Hotel in Kansas City, Missouri. Designed for patrol commanders, investigators, and planning and research personnel. Fee of \$225.00 includes three luncheons. Complete information can be obtained from Michael E. O'Neill, Vice President, Theorum Institute, 1737 North First Street, Suite 590, San Jose, CA 95112.

October 14-15, 1976. Workshop on privacy and security issues in the criminal justice system. At the Prom-Sheraton Hotel, Kansas City, Missouri. Fee: \$155.00 (does not include meals or lodging). For complete details see October 13-15.

October 15-16, 1976. Workshop: "Terror — The Man, The Mind and The Matter." Topics will include hostage taking, bombings, and international terrorist raids. For full information, write or call: Prof. Edward J. Shaughnessy, Conference Coordinator, John Jay College of Criminal Justice, Department of Sociology, 445 West 59th Street, New York NY 10019. (212) 489-3990.

October 17-20, 1976. National Forum on Volunteers in Criminal Justice. To be held in Atlanta. For complete details, contact: Judge Keith Leenhouts, VIP Division, 200 Washington Square Plaza, Royal Oak, MI 48067.

October 17-21, 1976. Police Collective Bargaining Workshop. At the Howard Johnson's Hotel, Newton, Massachusetts. Registration fee: \$275.00 (does not include food or lodging). Further information is available from: The Public Safety Labor Relations Center, International Association of Chiefs of Police, 11 Firstfield Road, Gaithersburg, MD 20760.

October 18-November 12, 1976. Police Executive Development Institute. Sponsored by the Pennsylvania State University, College of Human Development. Tuition

fee of \$760.00 includes texts, notebooks, training supplies and one luncheon. Other meals and lodging are not included. For complete details about the training program, lodging, and registration, contact James R. Horner, POLEX Training Supervisor, S-203, Human Development, University Park, PA 16802. Telephone: (814) 865-1336.

October 19-21, 1976. Seminar: "Criminal Justice Information Systems: Computer Application for Police Needs." Registration fee: \$85.00. For further information, write to: Center for Criminal Justice, California State Univ., Long Beach, CA.

October 19-22, 1976. Short Course on the Prosecution of Drug Cases. To be held in Kansas City, Missouri. For further information, contact: Registrar, National College of District Attorneys, College of Law, University of Houston, Houston, TX 77004. (713) 749-1571.

October 20-22, 1976. Training seminar: "Policy, Ethics and Police Management." To be held in Phoenix. Tuition: \$150.00. Complete details are available from: Donald P. Weir, Training Specialist, Center for Criminal Justice Training, Harrison Building, Suite 502, 143 West Market Street, Indianapolis, IN (317) 264-4607.

October 21-23, 1976. The Third National Anti-Corruption Workshop, tentatively titled "Police Ethics: The Way to Professionalism." To be held in Boston. For complete details, contact: Elizabeth Taylor, Anti-Corruption Management Program, John Jay College of Criminal Justice, 444 West 56th Street, New York, NY 10019. (212) 247-1600.

October 25-28, 1976. Seminar: "Legal Problems in Police Administration." Registration fee: \$250.00. Further information can be obtained from: George Burnett, Traffic Institute, Northwestern University, 405 Church Street, Evanston, IL 60240. (312) 492-7242.

October 28-29, 1976. National Conference on Improving Resource Utilization in Public Safety. To be held in Orlando, Florida. For additional details call or write: Conference Coordinator, Public Safety Research Institute, PO Box 40095, St. Petersburg, FL 33743. (813) 343-5594.

November 1-5, 1976. Interviewing/Interrogation Seminar. For information on fees, location and registration write or call: Wayne Hanewicz, Director, Macomb Criminal Justice Training Center, Macomb County Community College, 16500 Hall Road, Mt. Clemens, MI 48043. (313) 286-7555.

November 1-4, 1976. Interview and Interrogation Short Course. Fee: \$100.00. For details, contact: Robert B. Tegarden, Director, Florida Institute for Law Enforcement, St. Petersburg Junior College, P.O. Box 13489, St. Petersburg, Florida

33733.

November 1-12, 1976. Police Supervisor In-Service Training Institute. To be held at the University Park Campus of Pennsylvania State University. Fee: \$475.00 (includes one dinner, text and training supplies). For complete details and registration, contact POSIT, S-203 Henderson Human Development Building, University Park, PA 16802. (814) 863-0357.

November 7-10, 1976. Short Course on Management in the Prosecutor's Office. To be held in Jacksonville, Florida. For full details, see October 19-22.

November 8-10, 1976. Seminar: Media Relations for the Criminal Justice System. At the Ramada Inn — Rosslyn, Arlington, Virginia. Registration and tuition fee: \$275.00. For further details and registration contact: Washington Crime News Service, 7620 Little River Turnpike, Annandale, VA 22003.

November 8-12, 1976. Detective Training School. Sponsored by the Macomb Criminal Justice Training Center. For further information, see November 1-5.

November 10-12, 1976. Crime Analysis Course. At the Sheraton Commander in Boston, Massachusetts. For details see October 13-15.

November 11-14, 1976. National Investigator Hypnosis Seminar. The workshop will provide comprehensive training in the law enforcement uses of hypnosis. At the Airport Marina Hotel, Los Angeles. Tuition: \$395.00 (includes lunches and training materials). For registration information contact: Karnie Starrert, Registrar, Law Enforcement Hypnosis Institute, 10840 Queensland Street, Los Angeles, CA 90034. (213) 271-7123.

November 14-17, 1976. First National Conference on Issues in Juvenile Justice and Child Development. To be held at the Great Gorge Resort Hotel, McAfee, New Jersey. Tuition: \$195.00 plus \$30.00 registration fee. For further information, contact Ronald Krate, Director, Center for Probation Studies, PO Box 109, Elmwood Park, NJ 07407. (201) 791-7652.

November 15-19, 1976. Traffic Accident Investigation Short Course. Fee: \$75.00. For further information, see November 1-4.

November 15-19, 1976. Surveillance and Mechanical Apparatus Seminar. Sponsored by the Macomb Criminal Justice Training Center. For additional details, see November 1-5.

November 16-18, 1976. Seventh Annual Institute on Law, Psychiatry and the Mentally Disordered Offender. At the Student Center, Southern Illinois University at Carbondale. For more information, write: Dr. Tery Brelje, Chester Mental Health Center, Chester, IL 62233.

November 17-20, 1976. Short Course: The Prosecutor in the Juvenile Court. To be held in Houston, Texas. For further information, see October 19-22.

November 22, 1976. Crime Prevention Course for Public Officials. Sponsored by the Macomb Criminal Justice Training Center. For more information, contact Harry Kinne, Macomb County Community College — Center Campus, 16500 Hall Road, Mt. Clemens, MI 48043. (313) 286-7555

## Congressman Raps LEAA's Model Cop Car

The recently unveiled prototype police patrol car, developed by the Aerospace Corp. under a \$2.3 million contract with LEAA, has won the criticism of an Iowa congressman.

Rep. Tom Harkin (D.), in his weekly "Reports from Washington," said the test car "is so cramped and crowded with Buck Rogers gadgets that veteran cops have a hard time believing this space capsule on wheels is really intended to help them catch lawbreakers."

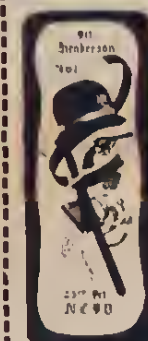
Harkin maintained that court reform would go further in helping the cause of law enforcement than any array of scientific gadgets.

The prototype model, which is due to be road tested soon by the Dallas Police Department, is a modified Pontiac which can accelerate from zero to 60 miles per hour in 12.1 seconds and hit 73 miles per hour over a quarter mile distance.

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# Indeterminate Sentences End In Calif. After 59 Years

Continued from Page 1

Adult Authority. "In nearly every case, SB 42 would reduce the maximum penalty provided for committing a serious crime, thereby bringing existing law into conformance with Adult Authority policies," he said. "This one little bill, in effect, attempts to rewrite every criminal sanction described in penal law and replace them with the Adult Authority's standards."

Using the crime of first degree robbery as an example of SB 42's implications, the chief noted that the convicted robber could receive only two, three or four years in prison under the new law, whereas the current system would impose a penalty of five years to life for the same crime. "The judge will be required to use the three-year term unless a motion is made and evidence presented that would either lower or raise the required penalty," he said.

"The same piece of legislation also requires that the criminal be granted one-third of the sentence off for "good behavior," which is generally irrespective of the behavior displayed while he or she is institutionalized," Davis added. "The net effect then is that the robber spends two years in prison."

Concluding his attack on SB 42, the chief maintained that the bill would not restore the sentencing power of judges. "The protection of society will not be ensured by a proposal that demands the codification of past Adult Authority failures," he declared. "The only thing to be gained by such a measure will be more crime and more personal suffering."

The chief's fears about SB 42 have been echoed by some California lawmakers. Republican Assemblyman John Briggs noted that the bill's provision setting definite sentences for almost all major crimes could result in shorter prison sentences than are

now being ordered by judges.

Conservative Senator H. L. Richardson contended that the measure would result in an increase in crime. "You pass this bill," he said, "and you are going to have blood up to your elbows — lots of it."

Other state politicians opposed the indeterminate sentencing bill for almost the opposite reason. Democratic Assemblymen John Vasconcellos and Ken Meade voted against the proposal because they said it would eventually result in longer sentences. They explained that existing sentences in the bill would be increased by future legislatures reacting to newspaper headlines reporting violent crimes.

"How can we have a less violent society, more safe streets and healthier people when we abandon rehabilitation and try more punishment?" Vasconcellos queried.

In arguing for the bill's passage, Republican Assemblyman Bruce Nestande said the measure was needed as a tool to alleviate California's soaring crime rate. "We can no longer stand the status quo," he declared.

Passed by a 25-9 vote in the Senate and a 58-19 margin in the Assembly, the bill does not cover capital crimes or those offenses which might result in a life sentence.

## WHAT'S ON YOUR MIND?

Do you have a comment you'd like to make on what has appeared in Law Enforcement News? An opinion you'd care to voice on a subject of current interest to criminal justice personnel? The pages of this newspaper are always open to contributions from its readers. All commentaries should be forwarded directly to the editor's attention.

## New Products For Law Enforcement

Items about new or modified products are based on news releases and/or other information received from the manufacturer or distributor. Nothing contained herein should be understood to imply the endorsement of Law Enforcement News.

**RESCUE FILM**— "Highway Rescue... Single-Handed" is a 16mm color/sound film that presents the step-by-step methods and procedures for one person to initiate a rescue and provide life support for traffic accident victims.

The film is recommended for law enforcement officers, emergency medical personnel, the fire service, or anyone who could conceivably be the first on the scene of a major highway accident.

Full details are available from Film Communicators, 11136 Weddington Street, North Hollywood, CA (213) 766-3747.

**ID MANUAL**— A 600-page, loose-leaf bound manual is now available to give law enforcement personnel comprehensive color coverage of the various types of identification used today.

The manual illustrates all types of drivers licenses and identification cards issued by state motor vehicle departments. Every



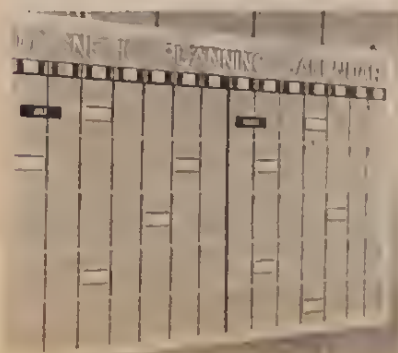
license is shown in full color, and numbering codes, materials used and other checks for fraud are fully outlined.

Federal identification and the credit cards of major U.S. companies are also covered, and a vehicle section details registration and license plate data for trucks, cars and motorcycles.

Another major feature of the book is a 100-page directory of state and Federal agencies which provides immediate access to the directors of all law enforcement-related agencies nationwide.

Sold only to government agencies and recognized business concerns, the manual is available for \$40.00 and includes a full 12-month updating service. For details, contact: Drivers License Guide Co., Department N, 1492 Oddstad Drive, Redwood City, CA 94063.

**PLANNING CALENDAR**— Edward Ochman Systems has introduced a complete new line of magnetic visual systems and ac-



cessories which includes a magnetic planning calendar.

Available in over 40 models, the calendar allows the law enforcement executive to see at a glance his schedule for the week, month or year.

Other magnetic systems can be used for personnel scheduling, preventive maintenance, vehicle maintenance, computer scheduling, organizational charts, budget control and flow charting.

For free consulting service and a copy of a new 40-page catalogue write or call: Edward Ochman Systems, Box 141, Fairfield, CN 06430. (203) 259-1927.

**FENCE PROTECTION SYSTEM**— The Inertiaguard Fence System provides protection for all types of fences by employing a unique sensing device that greatly reduces the chance of false alarms.

The sensor contains a metal-plated ball resting on three pedestal prongs. The weight of the sensor ball and the position of the prongs allow the device to discriminate between high frequency intrusion vibrations and low frequency false alarm movements.

Designed to be used in conjunction with the Inertiaguard Fence Analyzer, the sensors are mounted in weatherproof boxes which snap easily into place between the fence posts and the chain link. The analyzer



reads sensor output and sounds an alarm only when the proper intrusion pattern is received.

A fence control panel is part of the system and provides for two to 20 security channels. Each channel uses one analyzer band to handle up to 25 sensors, and each sensor will cover up to 20 linear feet of a 10 foot high chain link fence.

For additional information, write to Morse Products Mfg., 12960 Bradley Avenue, Sylmar, CA 91342.

**EDUCATIONAL FILMS**— Two new films of special interest are available from BFA Educational Media. The first, "Suicide: It Doesn't Have To Happen" deals effectively with the subject of suicide, an increasing cause of death among teenagers. Actual case histories are recounted with special emphasis on the guidance of potential suicides to positive reactions to problems. Directed by Peggy Shute, the film runs 20-20 1/4 minutes and is available in color for \$285. The rental fee is \$22.

"The Bill of Rights in Action: Capital Punishment" discusses some of the legal and moral ramifications of the death penalty. The questions of societal retribution and deterrence are considered within an open-ended framework, leaving viewers to make their own judgments. The film, 22 1/2 minutes in length and in color, can be purchased for \$315 or rented for \$25.

Additional information about either film can be obtained from BFA Educational Media, 2211 Michigan Avenue, P.O. Box 1795, Santa Monica, CA 90406.

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